

PANDORA PLATINUM MINE (PTY) LTD

PANDORA MINE

SOCIAL AND LABOUR PLAN

(DMR reference number NW/30/5/1/2/2/292MR and NW/30/5/1/1/2/433MR)



Submitted in accordance with Regulation 46 of the Mineral and Petroleum Resources Development Act, 2002 (Act 28 of 2002, as amended)

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GLOSSARY OF TERMS AND ABBREVIATIONS

ABBREVIATION	MEANING
AET	Adult Education and Training
ATR	Annual Training Report
BBSEE	Broad Based Socio-Economic Empowerment
BEE	Black Economic Empowerment
CBO's	Community Based Organisations
CEO	Chief Executive Officer
CSI	Corporate Social Investment
DMR	Department of Mineral Resources
DoE	Department of Education
DoL	Department of Labour
DTI	Department of Trade and Industry
EE	Employment Equity
FET	Further Education and Training
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
HOD	Head of Department
HR	Human Resources
HRD	Human Resources Development
IDP	Integrated Development Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
MPCC	Multipurpose Community Centre
MQA	Mining Qualifications Authority
NQF	National Qualification Framework
SEDA	Small Enterprise Development Agency
SETA	Sector Education Training Authority
SLA	Service Level Agreement
WSP	Workforces Skills Plan

SECTION 1

INTRODUCTION AND PREAMBLE

SECTION 1: INTRODUCTION AND PREAMBLE

1.1 INTRODUCTION

The objectives of the Mineral and Petroleum Resources Development Act, Act 28 of 2002, as amended, ("the MPRDA") as entrenched in section 2(d), (f) and (i) of the Act are *inter alia* to:

- substantially and meaningfully expand opportunities for historically disadvantaged persons, including women, to enter the mineral and petroleum industries and to benefit from the exploitation of the nation's mineral and petroleum resources;
- promote employment and advance the social and economic welfare of all South Africans;
- ensure that the holders of mining and production rights contribute towards the socio-economic development of the areas in which they are operating;

In terms of the provisions of the MPRDA, the mineral resources are the common heritage of all the people of South Africa hence the Minister of Mineral Resources ("**the Minister**") must ensure the sustainable development of South Africa's resources whilst promoting economic and social development. The requirements and measures to strive towards economic and social development are illustrated in the Broad Based Socio-Economic Empowerment Charter for the South African Mining Industry ("**the Mining Charter**") in accordance with section 100 of the MPRDA. The Mining Charter sets out the framework, targets and time tables for affecting the entry of historically disadvantaged South Africans ("**the HDSA**") into the industry and allows South Africans to benefit from the exploitation of and the mineral resources.

The elements and objectives of the MPRDA and the Mining Charter are required to be addressed in the Social and Labour Plan ("**SLP**") as required by Regulation 46 of the MPRDA. The objectives of the SLP (Regulation 41 of the MPRDA) are to:

- promote employment and advance the social and economic welfare of all South Africans;
- contribute to the transformation of the mining industry; and
- ensure that the Holder of a mining right contributes towards the socio-economic development of the areas in which he/she or it are operating.
- The abovementioned objectives are supported by Pandora through the Lonmin Charter¹, which states that:

"To honour our Charter, to fulfil our vision and to create sustainable value for our stakeholders, Lonmin is committed to improving the quality of life of current and future generations through the integration of economic prosperity, social development and environmental protection".

Pursuant to the goal of ensuring that Pandora Platinum Mine (“**Pandora**”) achieves the SLP objectives, the following action plans will continue to be implemented, monitored and supported:

- Implementation of the Social and Labour Plan;
- The promotion and creation of sustainable employment;
- The advancement of the social and economic welfare of its employees, host communities and major Labour Sending Areas (LSAs); Collaborating with the Bojanala Platinum District Municipality (BPDM), Madibeng of the local economy and socio-economic growth;
- Extending Pandora’s Local Economic Development (LED) investment contribution to the socio-economic development of major LSAs; and
- Contributing to the transformation of the mining industry.

1.2 CURRENT ECONOMIC STATUS OF LONMIN

The PGM industry has experienced unforeseen rising costs and restrained demand. The global economic depression which affected the pricing environment. The strike action which resulted in further increases in labour costs. The share price dropped significantly. Since 2013 the markets have been characterised by significant influences on both the supply and demand. The Platinum industry still has to recover from the wounds of the long-protracted strikes. The primary metal supplies have still been decreasing whilst the operating costs have been increasing.

As a result the Lonmin financial status has dropped drastically and as a result it has been difficult for the company to meet its SLP and other financial commitments.

1.3 PREAMBLE

Regulation 46(a) of the MPRDA states that: “The contents of a Social and Labour Plan must include a preamble which provides background information of the mine in question.”

Pandora Mine is mined under the management of Lonmin’s Eastern Platinum Limited (“**EPL**”) mine. Pandora is conducting active mining operations on various portions of the farms Uitvalgrond 416 JQ, Roodekopjes 417 JQ and Hartebeespoort B 410 JQ.

Table 1: Particulars of the Applicant

NAME OF THE COMPANY	Pandora Platinum Mine (Pty) Ltd
NAME OF MINE	Pandora Mine
RESPONSIBLE PERSON	Tomas Ntuli
POSTAL ADDRESS	Private Bag X700 Mooinooi 0325
PHYSICAL ADDRESS	Eastern Platinum Limited Bapong
TELEPHONE NUMBER	014-571 2423
FAX NUMBER	086 630 9116
EMAIL ADDRESS	Tomas.Ntuli@lonmin.com
COMMODITY	Platinum Group Metals
LIFE OF MINE	28yrs
FINANCIAL YEAR OF MINE	30 September
REPORTING YEAR	01 October to 30 September
PARTICULARS OF THE ALTERNATIVE CONTACT PERSON	
Contact person	Thandeka Ncube
Postal address	Private Bag X700 Mooinooi 0325
Physical address	Eastern Platinum Limited, Bapong
Telephone number	014-571 2814
Email address	Thandeka.Ncube@lonmin.com

1.4 MINE LOCATION

Pandora falls within the Local Municipality of Madibeng about 10km west of Brits. Marikana is 15km towards the west, while Rustenburg is situated 40km west of the mine. Various small villages are located in close proximity to Pandora and include amongst others Bapong, Modderspruit, Segwaelane and Makolokwe. The following farms fall within the mining area: Uitvalgrond 416 JQ, Roodekopjes 417 JQ and Hartebeespoort B 410 JQ.

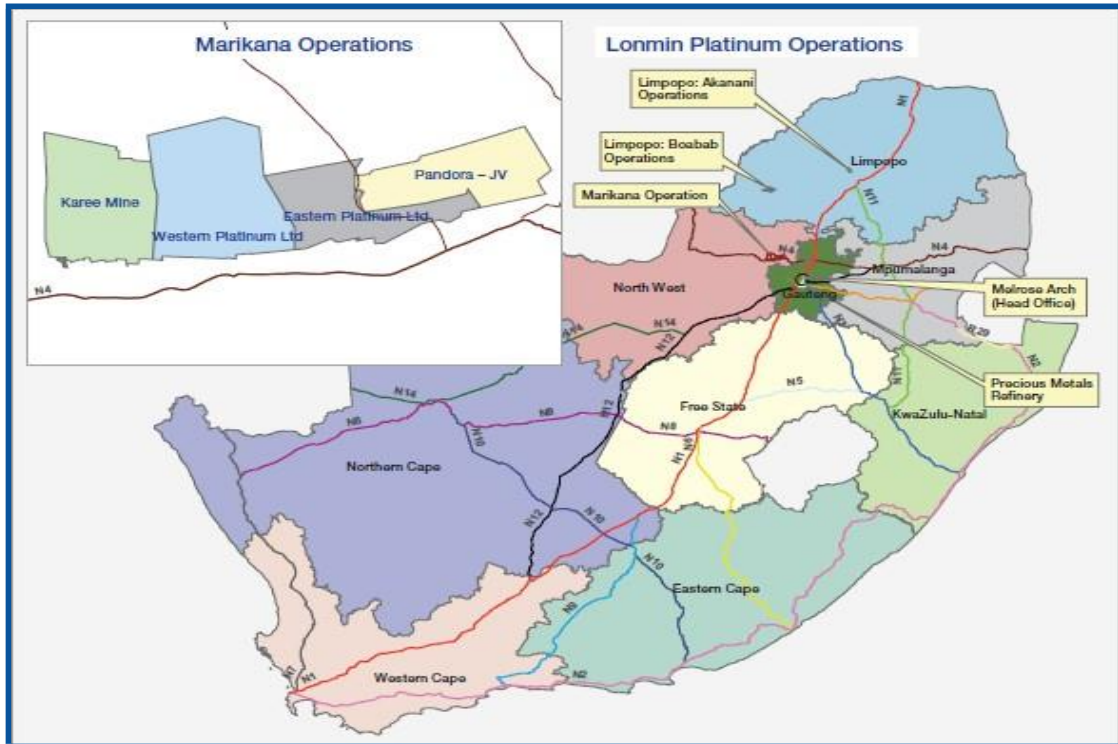


Figure 1 : Mine Locality Map

1.5 OWNERSHIP AND SHAREHOLDING

The Pandora Joint Venture which consists of Lonmin's Easter Platinum Limited, Anglo American Platinum and Mvelaphanda Resources was the Holder of the aforesaid mining rights, however the Joint Venture has been terminated and as a result Lonmin Eastern Platinum Limited has acquired all the shares in terms of Section 11 of the MPRDA.

1.6 MINING METHODOLOGY AND EMPLOYMENT OF THE WORKFORCE

There are three (3) parties that co-operate as participants in the Joint Venture and utilise the existing infrastructure at EPL to gain access to the mineral rights area which is adjacent to EPL. As previously noted EPL is the manager of Pandora and in this capacity will be responsible for the implementation of this amended SLP and will report thereon.

Pandora has employed a wide range of technical skills and which includes, amongst others the following: Mining, Engineering, Environmental, Surveying, Geology, Accounting, Medical and Human Resources.

Table 2 : Workforce at Pandora as at 30 November 2017

Occupational Levels	Designated								Non- Designated		Total
	Male				Female				Foreign Nationals		
	A	C	I		A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Paterson F											
Senior management	0	0	0	0	0	0	0	0	0	0	0
Paterson E											
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	0	0	0	0	0	1
Paterson D											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	0	0	4	7	0	0	0	5	0	35
Paterson C											
Semi-skilled and discretionary decision making	218	0	0	0	1	0	0	0	86	0	305
Paterson B											
Unskilled and defined decision making	430	0	0	0	29	0	0	0	59	0	518
Paterson A											
TOTAL PERMANENT	667	0	0	5	37	0	0	0	150	0	859
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	667	0	0	5	37	0	0	0	150	0	859

1.7 GEOGRAPHICAL ORIGIN OF EMPLOYEES

Table 3 presents a breakdown of Pandora's workforce per labour-sending area. 83% of the employees are South Africans with 38% from the North West Province, 12% come from Mozambique, 4% from Lesotho and 0,1% comes Swaziland respectively.

Table 3 : Breakdown of Employees at Pandora per Labour Sending Area as at 30 November 2017

Labour Sending Areas	Pandora JV	
	Count	%
Lesotho	34	4%
Mozambique	107	12%
Swaziland	1	0.1%
South Africa	717	83%
Eastern Cape	319	44%
Free State	19	3%
Gauteng	23	3%
Kwa -Zulu Natal	28	4%
Limpopo	43	6%
Mpumalanga	6	1%
North West	274	38%
Northern Cape	5	1%
Western Cape	0	0%
Grand Total	859	100%

SECTION 2

HUMAN RESOURCE DEVELOPMENT

SECTION 2: HUMAN RESOURCE DEVELOPMENT

Regulation 46(b) of the MPRDA requires that the contents of the Social and Labour Plan must contain a Human Resources Development (HRD) programme that should include a Skills Development Plan which identifies and reports on:

- the number and education levels of the employees which must be completed in the form of **Form Q** ; and
- the number of vacancies that the mining operation has been unable to fill for a period longer than 12 months despite concerted effort to recruit suitable candidates which must be completed in the form of **Form R**.
 - a career progression plan and its implementation in line with the skill development plan;
 - a mentorship plan and its implementation in line with the skills development plan and the needs for the empowerment groups;
 - an internship and bursary plan and its implementation in line with the skills development plan; and
 - the employment equity statistics which must be completed in the form of **Form S** and the mine's plan to achieve the 10% women participation in mining and 40% historically disadvantaged South Africans (HDSA) participation in management within 5 years from the granting of the right or the conversion of the old order right."

2.1 INTRODUCTION

Pandora is committed towards contributing to the socio-economic activities of the immediate community and the region. Although the primary objective is to mine Platinum Group Metals for the international and local markets, the business is managed in a manner that embodies value added compliance with all relevant legislative requirements and socio-economic responsibilities.

To achieve this objective, the development of people is the fundamental principle enshrined in the business strategy. The company will provide opportunities and resources for employees to be fully developed in job disciplines that form part of the occupational structures of the Pandora. These opportunities pervade throughout the life of the mine and are not limited to a specific department or level.

The immediate development focus area will be engineering, mining and other technical services where there is a critical shortage of skills. Through appropriate learnerships and skills programmes, Pandora aims to bridge the skills gap to provide for the present and

future requirements of the mine. Training levels will also take into account the expansion requirements of Pandora as a whole.

Accordingly, this will assist employees in achieving their potential by supporting and mentoring them in their development. At the same time, meticulous attention is given to the requirements of the MPRDA, Mining Qualification Authority ("the MQA") requirements and the Mining Charter.

Lonmin Platinum has an accredited Mines Qualification Authority Training Centre where new entrants into the mine are trained, as well as the on-going development of the current employees' skills levels.

Pandora will also outsource certain services to Contractors and takes into account that it is bound by section 101 of the MPRDA which provides *inter alia* that "*if the Holder employs a Contractor to perform any work within the boundaries of the mining area, such Holder remains responsible for compliance in terms of the MPRDA*".

2.2 SKILLS DEVELOPMENT PLAN

Pandora will comply with the requirements of the Skills Development Act 97 of 1998. The plan will be amended on an annual basis to take cognizance of labour turnover, market requirements, technological improvements as well as amended legislation. Each individual will have a Skills and Development / Career Progression Plan which is updated annually and monitored by Management and the individual concerned. This will include the submission of a Workplace Skills Plan ("WSP") and Annual Training Report ("ATR") as per SETA requirements, the payment of levies and the claiming of grants in accordance with the Mining Qualifications Authorities specifications ("MQA"). Pandora will submit these reports on an ongoing basis according to the guidelines as set out by the SETA.

The key deliverables of the HRD implementation plan are:

- Reducing illiteracy levels through our part time ABET programme;
- The programme will continue to target employees and community members; as part of our on-going drive to grow local recruitment pools;
- Increase core mining and processing, as well as engineering (artisans) skills through the Learnership programme;
- As with the AET programme, this initiative targets its own employees as well as unemployed young people within local communities. Investment in the second phase

- of the Artisan College (i.e. introduction of instrumentation training) will be required to enable the college to increase the programmes offered and learner intakes;
- Continue the development of critical skills pool through the Lonmin bursary and graduate development programmes. Both programmes will continue to prioritise HDSAs, women, local communities and will focus on the development of skills crucial to Lonmin;
- Accelerate the development of the talent pool through **Individual Career Development** and **Succession Plans**;
- A skills development plan that supports the human resources plan and broader mine or business plans;
- Talent management plan to create a pool from which to draw talent, also to fast track HDSA development;
- Implementation of a focused recruitment strategy to promote and increases local recruitment of people from surrounding communities (Greater Lonmin Communities “GLC”);
- A focused recruitment strategy targeting the employment of HDSAs and women, particularly in core skills;
- Mining Related Skills Programme, Mining Technical Skills Programme and Processing Exposure Programme for community members to build a skills base within our GLC.

Table 4 : Compliance with Skills Development Legislation at Pandora

Skills Development Act Compliance Information	
Name of SETA:	Mining Qualification Authority (MQA)
Registration Number with relevant SETAs	L470713779 and L610713770
Skills Development Facilitator	Varuna Maharaj – Primary SDF Lerato Maphoto – Secondary SDF
Proof of submission of Workplace Skills Plan and date of submission:	30 April annually

2.3 ADULT EDUCATION AND TRAINING ("AET")

Regulation 46 (b)(1)(aa) of the MPRDA requires that: *"The contents of a Social and Labour Plan must include the number and education levels of the employees which must be completed in the form of Form Q."*

AET is seen as both a right and as a functional economic necessity in a changing society. AET has been formulated to embrace skills that are necessary for an individual to function with confidence in society. AET is a way to teach adults who are illiterate, semi-illiterate or who missed out on education and training due to various reasons.

Pandora will ensure that the AET learners are offered the opportunity to become functionally literate and numerate through the implementation of AET. Pandora will also ensure that AET is offered to both the employees and members of the community.

Pandora will identify and appoint the AET Facilitator in order to assist it with the implementation of the AET programme. Pandora will liaise with the Department of Education which offers an AET programme in the local community area in order ensure that the programmes offered are aligned with the Pandora production schedule.

A venue will also be identified within the mine community area in order to ensure that attendees do not travel extensive distances in order to attend classes.

Table 5: ABET Strategic Implementation Plan at Pandora

Strategic Plan	Responsibility	Time Frame
Facilitate programme to collect and verify educational status of all employees to address shortfall in current data.	Academy Consultant Training	By end of 1 st Quarter 2019
Maintain employee records pertaining to educational levels.	Academy Consultant Training	Annually at Induction
Present annual AET targets (aligned to SLP and current literacy status) to business for input	Training Officer	Annually
Business nominates learners	Line Manager	Annually
Register Learners	Training Administrator	Annually
Train Learners	AET Facilitator	Ongoing

2.4 CURRENT AET LITERACY STATUS AT PANDORA:

Table 6: Form Q: Number and Education Levels of employees as at 30 November 2017

BAND	NQF LEVEL	OLD SYSTEM	Male				Female				Total	
			African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female
General Education and Training (GET)	1	No Schooling / Unknown	140	0	0	0	17	0	0	0	140	17
		Grade 0 / Pre	8	0	0	0	0	0	0	0	8	0
		Grade 1 / Sub A	1	0	0	0	0	0	0	0	1	0
		Grade 2 / Sub B	0	0	0	0	0	0	0	0	0	0
		Grade 3 / Std 1 / AET 1	12	0	0	0	0	0	0	0	12	0
		Grade 4 Std 2	1	0	0	0	0	0	0	0	1	0
		Grade 5 / Std 3 / AET 2	10	0	0	0	0	0	0	0	10	0
		Grade 6 / Std 4	1	0	0	0	0	0	0	0	1	0
		Grade 7 / Std 5 / AET 3	11	0	0	0	3	0	0	0	11	3
		Grade 8 / Std 6	0	0	0	0	0	0	0	0	0	0
		Grade 9 / Std 7 / AET 4	12	0	0	0	0	0	0	0	12	0
Further Education and Training (FET)	2	Grade 10 / Std 8 / N1	447	0	0	1	6	0	0	0	448	6
	3	Grade 11 / Std 9 / N2	58	0	0	3	5	0	0	0	58	5
	4	Grade 12 / Std 10 / N3	113	0	0	1	6	0	0	0	116	6
Higher Education and Training (HET)	5	Diplomas / Certificates	3	0	0	0	0	0	0	0	3	0
	6	First degrees / higher diplomas	0	0	0	0	0	0	0	0	0	0
	7	Honours / Master's degrees	0	0	0	0	0	0	0	0	0	0
	8	Doctorates	0	0	0	0	0	0	0	0	0	0
TOTAL			817	0	0	5	37	0	0	0	822	37

*Please take note that the Pandora and Eastern Platinum Mine have applied for the consolidation of both mines in terms of section 102 of the MPRDA as well as the current retrenchments which are taking place at both mines. The Form Q will be populated upon the completion of the abovementioned processes.

Table 7 below projects AET targets for Full Time intended for interested employees at Pandora.

Table 7: Five Year Plan AET for Employees

AET LEVELS	Current Actuals as at October 2017	AET TRAINING : EMPLOYEE								
		TARGET2018	TARGET 2019		2020 TARGET		2021 TARGET		2022 TARGET	
		NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW
AET 1	1	1	0	1	0	1	0	1	0	1
AET 2	2	0	1	0	1	0	1	0	1	1
AET 3	0	0	0	0	1	0	1	0	1	0
AET 4	0	0	0	0	0	0	1	0	1	0
Total Intake	3	1	1	1	2	1	3	1	3	2
Total Budget		R 13 500	R28 350		R 44 550		R 59 400		R 74 250	

Table 8: Five Year Plan AET for Community

AET LEVELS	Current Actuals as at October 2017	AET TRAINING : COMMUNITY								
		TARGET2018	TARGET 2019		2020 TARGET		2021 TARGET		2022 TARGET	
		NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW
AET 1	0	3	0	0	0	3	0	0	0	2
AET 2	0	2	3	0	0	1	3	0	0	2
AET 3	0	2	2	0	3	0	1	3	3	3
AET 4	0	0	2	0	2	0	0	0	4	0
Total Intake	0	7	7	0	5	4	4	3	7	7
Total Budget		R 12 000	R13 200		R 14 520		R 15 972		R 17 569	

* Please take note that the Pandora and Eastern Platinum Mine have applied for the consolidation of both mines in terms of section 102 of the MPRDA as well as the current retrenchments which are taking place at both mines. The figures will be amended and populated upon the completion of the abovementioned processes.

2.5 LEARNERSHIPS

The MQA requires that:

"Learnerships are primarily workplace learning programmes, supported by structured institutional learning, which result in a qualification. It is one in a range of interventions aimed at transforming access to education. Because every learnership leads to a qualification, it must:

Include the 3 component categories in a qualification- viz. Fundamental, core and elective.

Represent a planned and appropriate intervention shaped according to the purpose of the qualification, and the outcomes and assessment criteria in the unit standards.

Include learning geared towards both the critical cross-field outcomes as well as the learning area outcomes.

Provide learners with the opportunities to achieve applied competence and a basis for further learning.

Every learnership must also provide a structured learning experience (that is, institutional leaning), together with:

Structured workplace learning – both of which will be determined by the qualification and associated unit standards.

Ensure that between 30% and 70% of the required credits are achieved through successful workplace performance. Learnerships will be registered with MQA.

In order to enter into a learnership, the learner will need to sign a three-way agreement with a workplace provider and an education and training provider."

Overview

- Pandora has developed its learnership programmes in accordance with the MQA specifications. The programmes will be registered with the MQA and the Department of Labour which will equip the learners with the necessary skills to enable them to be eligible for both Artisan and supervisory positions.
- Learnerships are granted to both employees and non-employees and result in a qualification at varying levels on the National Qualification Framework

("NQF"). The availability of learnerships is dependent on discipline-specific skills demand, as well as the availability of learnerships from the various SETAs. The programmes offered each year will be dictated by the skills requirements of Pandora.

- Pandora will where necessary, link the training of learners to its mentorship programme. Furthermore, these learners will also be linked to the local skills development initiatives as well as the mentorship programme which Pandora provides.
- To obtain a recognised Learnership qualification, registered learners are expected to systematically go through the five (5) stages of the programme, which are:
 - Basic training at the Training Centre;
 - On-the-job basic training at the Workplace;
 - Advance Training at the Training Centre;
 - Advanced on-the-job training at the Workplace; and
 - Pre-trade test at the Training Centre.

Action Plan

- The number and type of learnerships offered each year will be dictated by the annual skills audit carried out within the company in accordance with additional employees, varying business needs, labour turnover, replacement plans, pensioners etc.
- The following is a plan demonstrating the training that Pandora will embark upon over the next five years:

FIVE YEAR LEARNERSHIP

Table 9: Learnerships Programme

TRAINING COURSE NAME	LEARNERSHIP PROGRAMME								
	2018 TARGET	2019 TARGET		2020 TARGET		2021 TARGET		2022 TARGET	
	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW
Mining Learnerships	2	2	3	3	2	3	1	3	3
Engineering Learnership	2	2	0	2	1	1	1	1	2
Processing Learnerships	2	2	0	2	2	2	1	3	1
Administration	1	1	0	1	1	1	1	2	1
Community Learnerships	3	0	3	0	3	0	3	0	3
Total	10								
Total Budget	R 339 000	R 342 390		R 456 520		R 228 260		R 342 390	

*Please take note that the Pandora and Eastern Platinum Mine have applied for the consolidation of both mines in terms of section 102 of the MPRDA as well as the current retrenchments which are taking place at both mines. The figures will be amended and populated upon the completion of the abovementioned processes.

2.5 SKILLS DEVELOPMENT PROGRAMME

Regulation 46(b)(1) of the MPRDA requires that: *"The contents of a Social and Labour Plan must include a skills development plan."*

Overview

Skills development planning at Pandora will encompass training and development which supports the current position requirements. However, many of the skills that will be provided to employees as a core business competence will be transferable to other mining operations and beyond the mining industry. Pandora as part of its skills development plan will provide training in portable skills which are applicable to both the mining industry and other sectors. The key objective is to offer portable skills training to the employees who are incapacitated and as part of the Management of Downscaling Process.

- In addition to the functional literacy and numeracy training, Pandora will provide portable skills during the life of the mine. This will equip the employees with skills that are applicable outside of the mining industry.
- Pandora will conduct a skills level audit to determine skills that are required by the mine employees as well the community in order to achieve the desired level of competency outside the mining industry.
- The outcome of the aforesaid skills level audit will be reflected in the implementation table:

The following skills were identified as the some of the most needed and will be reviewed annually:

- Farming
- Sewing
- Welding
- Cooking
- Carpentry
- Plumbing
- Basic Motor Mechanics
- Brick laying; and
- Tiling.

PANDORA TRAINING PLAN IN RESPECT OF PORTABLE SKILLS: EMPLOYEES

Portable Skills Training	Expected Enrolment					Total Expected Enrolment & Budget FY2018 - FY2022
	Targets					
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
Employees	2	2	2	2	2	10
Community	10	8	9	9	8	44
Total Budget	R 25 000	R 26 625	R 28 356	R 30 199	R 32 162	R 142 341

Pandora sees value in linking portable skills training to procurement. In this regard, Pandora has identified the following measures that are aimed at the promotion of procurement from the mine community area:

- provide portable skills training to the community;
- issue beneficiaries with certificate of competence;
- provide beneficiaries with guidance in order to equip them with skills to incorporate and register SMMEs;
- compile local HDSA vendor database as well as identification of levels of procurement in terms of capital goods, consumables and services;
- procure locally and assist potential HDSA suppliers, through mentoring, to become part of the mine's supply chain; and
- facilitation of joint ventures with established suppliers.

2.6 HARD-TO-FILL VACANCIES

Regulation 46 (b)(1) (bb) of the MPRDA requires that:

"The contents of a Social and Labour Plan must include the number of vacancies that the mining operation has been unable to fill for a period longer than 12 months despite concerted effort to recruit suitable candidates which must be completed in the form of Form R contained in Annexure II; In allocating internships, learnerships, skills programmes, bursaries, study loans and grants, cognisance will be taken of Pandora's hard-to-fill positions, and EE targets which include Women in Mining targets."

Overview

Pandora continually strives to create training and development opportunities to address the critical skills shortages. Hard to fill vacancies in Pandora will be addressed through bursary allocation programmes, study assistance schemes and the provision of learnership and skills programmes. Employees will be encouraged to study in the fields where there is a scarcity of skills.

Form R: HARD-TO-FILL VACANCIES AT PANDORA**Table 10 :Hard To Fill Vacancies at Pandora**

Occupational Level	Job Title Vacancy	Main reason for being unable to fill the vacancy	Strategies to address identified challenges
Top Management (F)	Please note, the management levels (Junior Management to Top Management) have been included under WPL and EPL's SLP submissions (management structure is shared between the operations) and therefore excluded from this SLP.		
Senior Management (E)			
Professionally qualified and experienced specialists and mid management (D)			
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents (C)	<ul style="list-style-type: none"> • Shift Supervisors; • Maintenance; • Fitter; • Shaft Timberman; and • Strata Control Officer. 	Unavailability of Skill in the market and/or insufficient experience.	Learnerships, Bursary programmes & occupation-specific training.
Semi-skilled and discretionary decision-making (B)	<ul style="list-style-type: none"> • Bankmans; • Miner; • Rigger Ropesman; • Winder; and • Electrical Electrician. 	Unavailability of Skill in the market and/or insufficient experience.	Building a pool of interested, qualifying candidates. Learnerships and internal accelerated development.
Unskilled and defined decision making (A)	<ul style="list-style-type: none"> • Rock Drill Operator; • Loader Operator; and • Winch Operator. 	Unavailability of Skill in the market and/or insufficient experience.	Building a pool of interested, qualifying candidates and implementing internal accelerated development.

1.8 2.7 CAREER PROGRESSION PLAN

Regulation 46 b(ii) of the MPRDA requires that: *"The contents of a Social and Labour Plan must include a career progression plan and its implementation in line with the skills development plan."*

Overview

- Career progression planning is an essential part of the HRD Plan. All employees are encouraged and offered opportunities to participate in some form of career development. Career development also forms an integral part of Pandora's performance management system. Career development encourages growth and commitment from employees and increases job satisfaction and productivity. Supervisors are responsible for assisting employees with their career development.
- A career progression plan illustrates the career paths through defining competencies (i.e. skills, values and attitudes required by the various job categories).

Action Plan

- Career paths will be implemented for each discipline and will apply to all employees within that particular discipline. In essence these career paths will describe the hierarchical steps or job positions within the particular discipline together with the minimum requirements for each position. These are generic to the discipline, and applicable to role profiles and detailed qualifications, experiences and training interventions required in order to progress through the ranks of the discipline. Employees at Pandora will be mapped within a specific career path.
- Career development programmes will provide employees with opportunities for life-long learning and continuous self-improvement. The mine's career development programme will consist of the following skills development priorities and opportunities:
 - continuous occupational or professional education and training to maintain expertise;

- job enrichment opportunities which expand skills through learning different job duties; and
- Pandora will endeavour to ensure that all employees at supervisory and management level have a skills development plan. In order to achieve this, Pandora will:
 - consolidate personnel information;
 - conduct employee skill audit;
 - compile individual career progression plans in consultation with supervisors and combined management / Union Skills Development and Training Committee;
 - identify candidates requiring mentors;
 - hold workshop to train mentors/ supervisors;
 - appoint mentors;
 - hold quarterly feedback meetings;
 - monitor and review the plans on an annual basis. The summary of these reviews will be indicated in the SLP Annual Report.

CAREER PROGRESSION PATHS

Career Progression Path					
ENGINEERING	DISCIPLINE				
	Mechanical Fitting	Learner Fitting	Learner Artisan	Mechanical Fitter	Supervisor
	Boiler Making	Learner Boiler Making	Learner Artisan	Boiler	Supervisor
	Plant Operator	Learner Operator	Learner Artisan	Plant Operator	Plant Superintendent
	Quality Control	Learner Quality Control	Learner Artisan	Quality Control	Supervisor
	Metallurgy	Learner Mineralogy	Learner Artisan	Metallurgist	Plant Superintendent
	Control Room Assistant	Learner Control Room Officer	Learner Artisan	Control Room Officer	Supervisor
ADMINISTRATIVE	Junior HR Clerk	Senior HR Clerk	HR Assistant	HR Officer	HR Manager
	Stores Helper	Stores Clerk	Learner Storeman	Storeman	Materials Supervisor
MINING	Assistant Labourer	Learner Mining Assistant	Mining Artisan	Shift Miner	Mine Manager
	Safety team Leader	Full time Safety Rep	Full Time Safety Rep	Leaner Safety Officer	Safety Officer
	Diesel Mechanic	Learner Miner	Learner Artisan	Diesel Mechanic	Mine Artisan/Supervisor
	Geologist	Learner Geologist	Learner Artisan	Geologist	Senior Geologist

FIVE (5) YEAR TARGETS FOR EMPLOYEES INTERESTED IN IDPS

CAREER PROGRESSION PLAN (PATH) – Pandora JV	2018	2019	2020	2021	2022
Career Progression Plans & IDPs Career progression plans (with IDPs) as percentage of graduates and interested own employees (identified in succession / career development plans only) - Cat 4-9 level to C-Level only	100%	100%	100%	100%	100%

- Career development plans facilitate the construction of specific, written and tailored focus areas for HDSA employees in order to assist them in either:
 - Improving performance in their current position; and
 - Preparing them for their next assignment.
 - Specific outcomes of career development plans include:
 - Career development plans will be in place for HDSA succession pool candidates and underperformers;
 - Gain insight and understanding of employee career development needs;
 - Projects will be identified to provide an opportunity for HDSAs to gain practical experience;
 - Action plans to close gaps on development plans agreed;
 - Clarity (for employees) on areas to emphasise in executing own development.

2. **MENTORSHIP PLAN**

• **Regulations to the MPRDA**

Regulation 46 (b)(iii) of the MPRDA requires that:

"The contents of a Social and Labour Plan must include a mentorship plan and its implementation in line with the skills development plan and the needs for the empowerment groups."

• **Overview**

- Mentoring is the process of using specially selected and trained individuals to provide guidance and advice which will help to develop the careers of the "protégés" allocated to them.
- Mentoring is aimed at complementing learning on the job, which must always be the best way of acquiring the particular skills and knowledge the job holder needs. Mentoring also complements formal training by providing those who benefit from it with individual guidance from experienced managers who are "wise" in the ways of the organization. Employees are afforded the opportunity to participate in mentoring relationship with an individual they feel could add growth to their growth and development.
- This process particularly occurs at following levels:
 - 2...1 first supervisor and below - aimed at employees in accordance to the Paterson C5 band and below;
 - 2...2 graduate entry- all graduates brought into the organisation;
 - 2...3 "Mentors" and technical mentors who provide support and guidance in making the early stages of their professional career;
 - 2...4 middle to Senior Management - aimed at employees in Paterson Grades D lower and Upper;

2...5 senior leadership- aimed at Paterson Grades E lower and Upper;

2...6 executive leadership - aimed at members of the Executive committee.

- **Action Plan**

- Pandora will embark on a strategy to build sufficient capacity amongst its staff members who will provide support and guidance to employees at different levels in the organisation.

- The following steps will be adhered to in the implementation of Pandora's mentorship programme:

2...1 create mentoring implementation structures within the operation;

2...2 train the mentoring co-ordinators;

2...3 identify mentors and protégés;

2...4 match mentors with suitable protégés;

2...5 evaluate the outcomes.

FIVE YEAR MENTORSHIP PLAN:

MENTORSHIP PLAN	TARGETS				
	2018	2019	2020	2021	2022
Mentorship: Employees Active mentoring relationships as percentage of graduates and top 30 (management level) own employees (management level - the distinguishable factors being the annual talent ratings)	100%	100%	100%	100%	100%

3. **BURSARIES**

- **Regulations to the MPRDA**

Regulation 46 (b) (iv) of the MPRDA requires that:

"The contents of a Social and Labour Plan must include a bursary plan and its implementation in line with the skills development plan".

- **Overview**

- Bursaries will be offered to external individuals (i.e. HDSA's from the local community) and employees who wish to study for a tertiary qualification in a mining related diploma or degree. As per recommendations by the DMR, Bursaries will also be awarded in studies that are not central to the mining industry. The specific targets per course may be adjusted according to the latest mine plan as well as changes to hard-to-fill vacancies.

- Targets are set based on the following criteria:

3...1 65% HDSA;

3...2 40% Females; and

3...3 55% GLC.

- Accordingly, Bursaries will be awarded in the following fields of study:

3...1 Mining Engineering;

3...2 Safety and Environmental Management;

3...3 Geology;

3...4 Metallurgy;

- **Action Plan**

Pandora will provide bursaries over a period of 5 years as illustrated in the table below.

PANDORA'S 5 YEAR PLAN FOR BURSARIES

TRAINING COURSE NAME	LEARNERSHIP PROGRAMME								
	2018 TARGET	2019 TARGET		2020 TARGET		2021 TARGET		2022 TARGET	
	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW
Bursaries	1	1	0	1	0	0	0	0	0
Study Assistance (Own Employee bursaries)	0	0	0	0	1	1	0	1	0
Total Learners	1	1	0	1	0	1	0	1	0
Total Budget	R 170 950	R 182 062		R 193 896		R 206 499		R 219 921	

4. INTERNSHIPS

- Regulations to the MPRDA

Regulation 46 (b) (iv) of the MPRDA requires that:

"The contents of a Social and Labour Plan must include an internship plan and its implementation in line with the skills development plan".

- Overview

Internships provide individuals with accelerated exposure to the work situation as part of their personal and educational development. Internships vary from giving exposure to prospective employees, to students from the communities requiring practical experience towards their qualifications and to vacation learners / students.

- Action Plan

- The internships that will be offered will be dependent on the practical component of the qualifications of learners, as well as the specific disciplines where shortages are being experienced.
- An internship programme will be established to focus on the transfer of skills to employees and communities who show an interest in becoming involved in the mining industry. The internship programme will afford Pandora the opportunity to recruit suitable candidates from the ranks of external interns to

add to its workforce. As a result, the objective of the internship programme will be to ensure the recruitment, development and retention of high quality human capital.

- The emphasis of the internship programme will be to identify high-potential young HDSA candidates within the local community. The internship plan may be amended from time to time. The plan will include:

4...1 providing internships firstly to candidates identified in the surrounding community and secondly to promising external candidates; and

4...2 providing internships to employees employed at Pandora.

PANDORA'S 5YR INTERNSHIP PLAN

TRAINING COURSE NAME	LEARNERSHIP PROGRAMME								
	2018 TARGET	2019 TARGET		2020 TARGET		2021 TARGET		2022 TARGET	
	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW	CONT.	NEW
Graduates (2 Year programme)	0	0	0	0	0	0	1	1	1
Experiential Interns (1 year)	1	0	1	0	1	0	1	0	1
Total Learners	1	0	1	0	1	0	2	1	2
Total Budget	R 42 000	R 46 200		R 46 200		R 95 040		R 138 600	

Section 4

EMPLOYMENT EQUITY

5. **EMPLOYMENT EQUITY**

• **Mining Charter Requirement**

The Mining Charter states:

"Workplace diversity and equitable representation at all levels are catalysts for social cohesion, transformation and competitiveness of the mining industry. In order to create a conducive environment to ensure diversity as well as participation of HDSA at all decision-making positions and core occupational categories in the mining industry, every mining company must achieve a minimum of 40% HDSA demographic representation at:

- *Executive management (Board) level by 2014;*
- *Senior management (EXCO) level by 2014;*
- *Core and critical skills by 2014;*
- *Middle management level by 2014; and*
- *Junior management level by 2014.*

In addition, mining companies must identify and fast-track their existing talent pools to ensure high level operational exposure in terms of career path programmes."

• **Regulations of the MPRDA**

Regulation 46 (b)(v) of the MPRDA requires that:

"The contents of the Social and Labour plan must include the employment equity statistics which must be completed in the form of Form S contained in Annexure II and the mine's plan to achieve the 10% women participation in mining and 40% historically disadvantaged South Africans (HDSA) participation in management within 5 years from the granting of the right or the conversion of the old order right".

• **Overview**

- The broad objectives of Pandora policy in relation to Employment Equity are:

- 5...1 to have a dynamic and fairly representative organization that reflects the demographics of South Africa at all occupational levels and in all occupational categories;
- 5...2 to ensure proactive recruitment of people with disabilities and to ensure the creation of a culture that respects people with disabilities, with due regard of the nature and extent of the core business;
- 5...3 to create an organizational environment which is conducive to equity, fairness, dignity and mutual respect, and reflects the diverse talent available in our society;
- 5...4 to work towards building an empowered workforce that will be able to address all the challenges that come with change and transformation, and the monitoring and evaluation of changes to ensure that we are constantly reviewing progress towards creating an equitable organization;
- 5...5 to eliminate the effects of racism, ethnicity and sexism in the workplace, and to educate everyone in the organization about the retrogressive effects of such attitudes; and
- 5...6 To ensure that language is not used as a barrier to marginalize employees but as an enabling tool that ensures effective communication.

- Progression of HDSAs in Management.
- It remains critical for Pandora to create a conducive environment in order to ensure diversity as well as participation of HDSAs in decision-making positions and core critical categories in the workplace. The targets depicted for HDSAs in Management and Women in Mining should take cognizance of the anticipated size of the future workforce. It is critical that these Employment Equity targets are supported through:

5...1 Prioritised recruitment;

5...2 Succession planning;

5...3 Accelerated development programmes; and

5...4 Retention Strategy.

Table 11:

UNDERTAKING	<p>Employment Equity to be managed as a transformation issue and to be integrated in the entire business to meet the challenges effectively. Accordingly, Pandora commits to meeting equitable representation of HDSA per management level.</p> <p>Guidelines:</p>
GUIDELINES	<ul style="list-style-type: none"> • Anticipate management turnover to be at an average of 8% for the next 5 years. • From the management separations each year, it is anticipated that 30% of separations will be from designated groups (HDSA's) even if focused interventions are implemented i.e. retention programmes, fast track development etc. • From the 8% who separate – replacements to be done on a 50% basis – meaning 50% HDSA (designated) and 50% other (non-designated). • Ensure retention strategies with specific focus on HDSA pool and management are implemented over the next five years. That said, the majority of the management development / fast track intervention will be focussed on the HDSA pool.

• **Publishing and Reporting of the Employment Equity Plan**

- Pandora's overall Employment Equity Plan will be published and reporting will take place as required by the law on an annual basis and as follows:

5...1 progress will be reported to the DMR, reflecting employment equity statistics, in the form of Form S, which form will be updated annually to reflect the changes in the workplace; and

5...2 Pandora's compliance with all the provisions of the Employment Equity Act 55 of 1998 together with submitting a report to the Director General as required by Section 21 of the above Act.

Employment Equity



Table 12: Current Employment Equity Statistics for Pandora Platinum Mine (Form S) as at 30 November 2017

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Paterson F											
Senior management	0	0	0	0	0	0	0	0	0	0	0
Paterson E											
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	0	0	0	0	0	1
Paterson D											
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	0	0	4	7	0	0	0	5	0	35
Paterson C											
Semi-skilled and discretionary decision making	218	0	0	0	1	0	0	0	86	0	305
Paterson B											
Unskilled and defined decision making	430	0	0	0	29	0	0	0	59	0	518
Paterson A											
TOTAL PERMANENT	667	0	0	5	37	0	0	0	150	0	859
Temporary employees	0	0	0	0	0	0	0	0	0	0	
GRAND TOTAL	667	0	0	5	37	0	0	0	150	0	859

- **Action Plan**
 - **Plan to achieve 40% HDSA participation in Management**

The following table reflects the 5year Employment Equity and Transformation Plan for HDSA in Management as required by the Broad-Based Socio-Economic Empowerment Charter for the South African Mining Industry.

TABLE 28:

Measure	Compliance Target by 2014	Targeted % progress by				
		Year 1	Year 2	Year 3	Year 4	Year 5
Senior Management (E Band)	40%	40%	40%	40%	40%	40%
Middle Management (D-Upper)	40%	40%	40%	40%	40%	40%
Junior Management (D-Lower)	40%	40%	40%	40%	40%	40%
Core/Critical Skills (C-Band)	40%	40%	40%	40%	40%	40%
Core managerial levels (Women in Mining)	10%	4%	5%	8%	9%	10%

SECTION 5

LOCAL ECONOMIC DEVELOPMENT PROGRAMMES

SECTION 5: LOCAL ECONOMIC DEVELOPMENT PROGRAMME

5.1 Introduction

This section focuses on strategic programmes that will cover the Local and regional priorities of economic development, poverty alleviation, community upliftment and the improvement of the people's lives and long term sustainability beyond the life of the Mine. Pandora falls within the Local Municipality of Madibeng about ten (10) kilometres west of Brits.

The companies' operations are surrounded by communities in the rural and peri-urban areas that are referred to as Greater Lonmin Communities (GLC). This community comprises a grouping of all the formal and informal communities around Lonmin Platinum's operations and includes the towns of Marikana, Bapong, Segwaelane, Modderspruit, Majakaneng, Sonop, Mooinooi and Wonderkop.

The area, classified as a rural area, is rich in minerals and EPL and Pandora operate on and from the land belonging to the Bapo Ba Mogale Community. From a proximity perspective, Pandora straddles Bapo territory, private land as well as the Sonop community. From a local municipal demarcation perspective Bapong includes Wards 25 and 28 while Segwaelane and Sonop are situated in Ward 25 of the Local Municipality of Madibeng. Ward 25 comprises of, Sonop Central and Regorogile/Sifikile and Segwaelane falls under Ward 32. Ward 28 includes Central Bapong, Oustad, Skoolplaas and a fairly large area that falls outside the jurisdiction of the Bapo Ba Mogale Tribal Authority. The areas are grouped and listed in Table 10 below.

Table 13 : Greater Lonmin Communities (GLC)

Greater Marikana	Greater Bapong	Greater Mooinooi	Greater Sonop
1. Marikana Central	1. Bapong Central	1. Mooinooi Central	1. Sonop Central
2. Marikana West	2. Oustad	2. Barnardsvlei	2. Regorogile/Sifikile
3. RDP Housing	3. Leokeng	3. Modderspruit	3. Farms (Kareepoort)
4. Madithokwa informal settlement	4. Segwaelane	4. Majakaneng	
5. Skierlik informal settlement	5. Wonderkop	5. Khalamtwana informal settlement	
6. Braampie informal settlement	6. Nkaneng informal settlement	6. Mamba informal settlement (Samancor settlement)	
7. Big house informal settlement			
8. Stomhuis informal settlement			

5.2 Demographic Profile

Table 14: Demographic Profile of Bojanala by 2010

Demographic Profile of Bojanala by 2010								
Total Population								
	RSA	NW	BPDM (DC37)	MLM (D371)	LMoM (D372)	RLM (D373)	KRLM (D374)	MKLM (D375)
2006	47 889 378	3 384 836	1 275 060	182 252	365 750	446 545	39 276	241 238
2010	49 780 934	3 489 740	1 323 921	185 306	377 057	475 226	40 477	245 854
Total number of households								
2006	13 019 744	892 122	357 192	43 189	106 355	132 400	11 133	64 114
2010	13 416 349	904 164	364 331	42 911	107 562	138 609	11 308	63 940
Size of area (km ²)								
	1 221 246	106 710	18 370	1 382	3 847	3 430	3 981	5 731

5.3 Geography and Demographics of the District

Bojanala Platinum District Municipality (“**BPDM**”) is a Category C municipality situated in the north-eastern part of the North-West Province. The District Municipality includes the five Category B municipalities of Kgetleng River, Madibeng, Moretele, Moses Kotane and Rustenburg. The information in the table below summarizes the geographic and demographic profile of the Bojanala Platinum District.

The total estimated 2006 population of the Bojanala Platinum District Municipality was approximately 1 275 060 persons and 357 192 households, and from the data by IHS Global Insights these have increased to 1 323 921 and 364 331 by 2010 respectively.

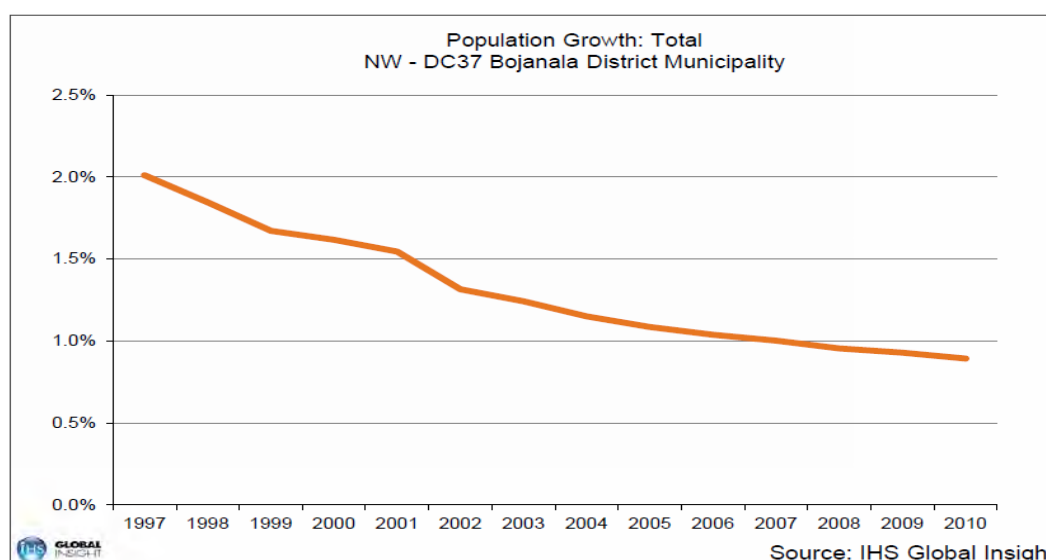


Figure 2: Annual Population Growth Rate 2006 - 2010

The annual growth rate of the Bojanala Platinum District Municipality has been decreasing since the year 1997, from a high of 2% in 1997 to an under zero value of 0,9% in 2010. A very sharp decline in population growth rate was experienced in the district between the years 2000 and 2002 with the significant negative outliers being experienced in the Moses Kotane and the Moretele local municipalities. The two local municipalities recorded their lowest growth values of -0.00042% and -0.2% respectively between the given periods of 2000 to 2002.

The kinked decline between the year 2000 and 2002 can be explained by the re-demarcation of one of the highly concentrated and economically productive away from the Moretele Local Municipality (Temba, Hammanskraal) and the LM of Madibeng (Ga-Rankuwa, Mabopane, etc) and other peri-urban areas were re-demarcated into Tshwane in the year 2006, the same year in which the Moretele local municipality reached its lowest population growth of -0.2% which shows a particularly large exodus. An inexplicable

phenomenon kink is also realizable in the Moses Kotane LM as well around the period under review.

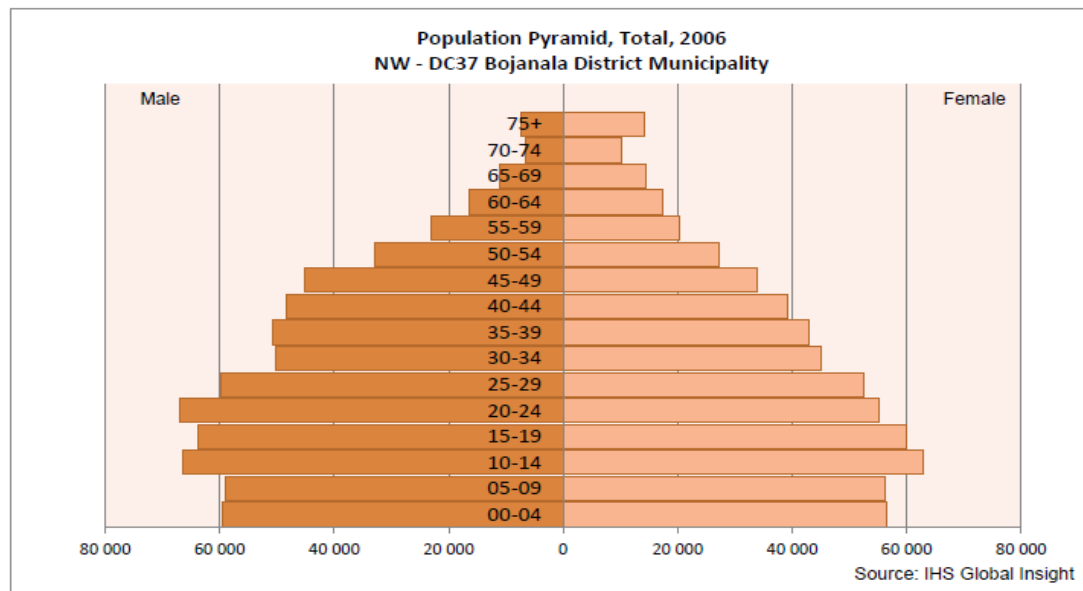


Figure 3 : Age Profile of the BPDM population – 2006

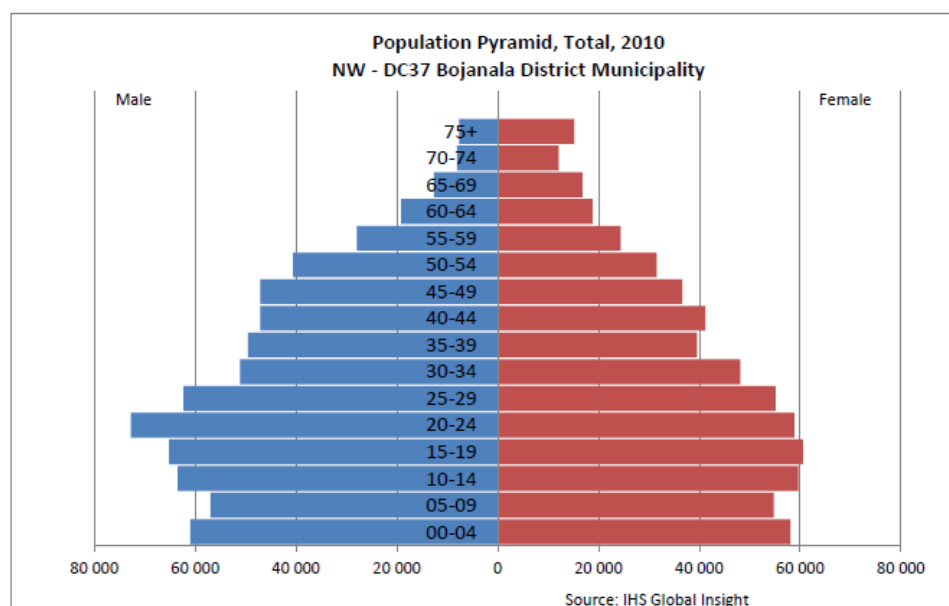


Figure 4 : Age Profile of the BPDM population - 2010

BPDM population pyramid shows that the district has consistently been having a higher number of young adults aged between 20 and 24 to any other age bracket after the year 2006. The males within this age bracket make up the highest number of the population at a value of 72 743 and females at 58 860. At the top of the pyramid it indicates that more females than males reach the senior citizens bracket. Past the age of 59, there are now either an equal or more number of females to males in the district.

Further there is a phenomenon of the age 20 – 24 bracket showing a significant level of growth since 2006, and this explained by the following:

Table 15 : Gender Profile of the BPDM Municipality 2010

GENDER PROFILE OF THE BPDM MUNICIPALITY - 2010						
GENDER	BPDM	MLM	LMoM	RLM	KRLM	MKLM
Male	674 503	91 186	192 741	246 900	19 691	123 985
Female	613 332	91 560	175 857	207 844	19 906	118 164
Total	1 287 835	182 746	368 598	454 745	39 598	242 149
GENDER PROFILE OF THE BPDM MUNICIPALITY in % - 2010						
GENDER	BPDM	MLM	LMoM	RLM	KRLM	MKLM
Male	52.37	49.90	52.29	54.29	49.73	51.20
Female	47.63	50.10	47.71	45.71	50.27	48.80
Total	100.00	100.00	100.00	100.00	100.00	100.00

The overall BPDM population gender composition of persons over the age of 15 stands at 52% males and 48% females. In total there are estimated to be 674 503 males and 613 332 females in the district as at the year 2010. Only three of the five local municipalities exhibit a dominance of the males to females.

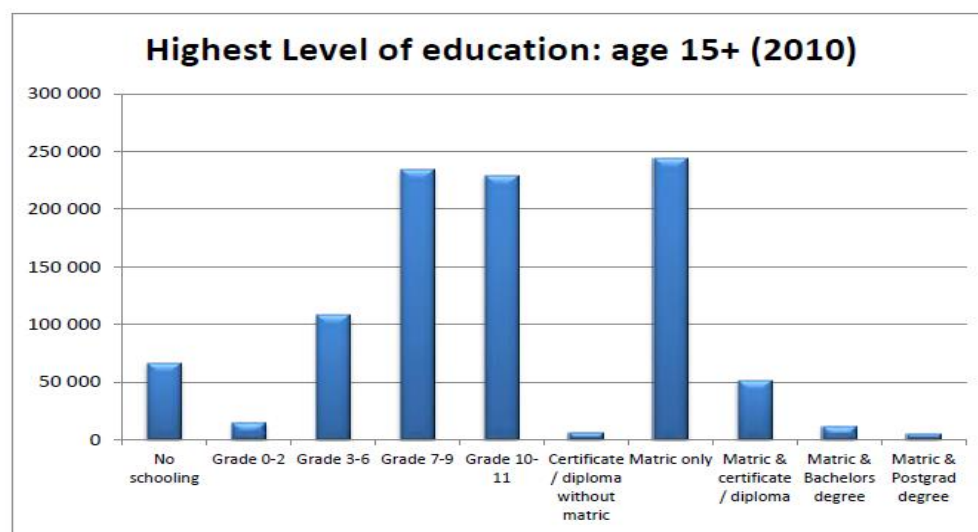


Figure 5: Education Status of the BPDM population

The figure above also reflects a significant progress in the reduction of persons with little or no schooling, while there was also an increase by 2010 of persons who completed grade 12. The challenge still remains with the skilled level group of persons with Matric & Bachelors Degree and those with Matric plus Postgraduate degrees. The latter two are significant cohorts as they are able to feed the skills requirements of the economy at tertiary level/sectors such as trade, finance and manufacturing.

The education status of the population older than 15 years of age indicates that the literacy levels have been increasing in the district. There are visible results of the initiatives such as the Adult Based Education Centres (ABET) and FET Colleges. The district's functional literacy level in 2010 was 73.8%. The labour market would now be characterised by individuals with literacy, language, and basic trade skills although most would have no experience or official registration to the trade. The district however still lacks a lot of professionals. It is only 0.46% of the population older than 15 that holds a postgraduate qualification. The district should campaign more for further education, access to tertiary institutions should be improved as most of these are some distance from the district. Only 6.86% of the population has had no schooling and in total 19.51% of the population over the age 15 can be regarded as functionally illiterate. At the local municipalities' levels, Rustenburg boasts the highest functional literacy level and Kgetleng the lowest with both respectively at 78.3% and 56.7%.

More support should be given to the socio-economic development initiatives that improve the overall skills endowment of the district.

5.4 Affordability

The information depicted illustrates that a significant stride has been made since the minimum wage principle has been followed. It shows only 0.12% of the households within the municipality earn less than R2400 per household per annum. As much as 13.29% of the BPDM households have a less than 18 000 annual income which amounts to 1 500 per month. Currently on the national scale the lowest earning employee is a domestic worker who works 27 hrs or less a week and is allowed to earn a minimum monthly wage of 974.49 amounting to 11 693.88 per annum which would then be the entire household income if he/she ran a household alone. It is as many as 59.76% of the households that earn between 2 5000 and 10 000 per month in the district. On the slightly higher income scale of 11 000 and above there are a count of 26.96% of all households.

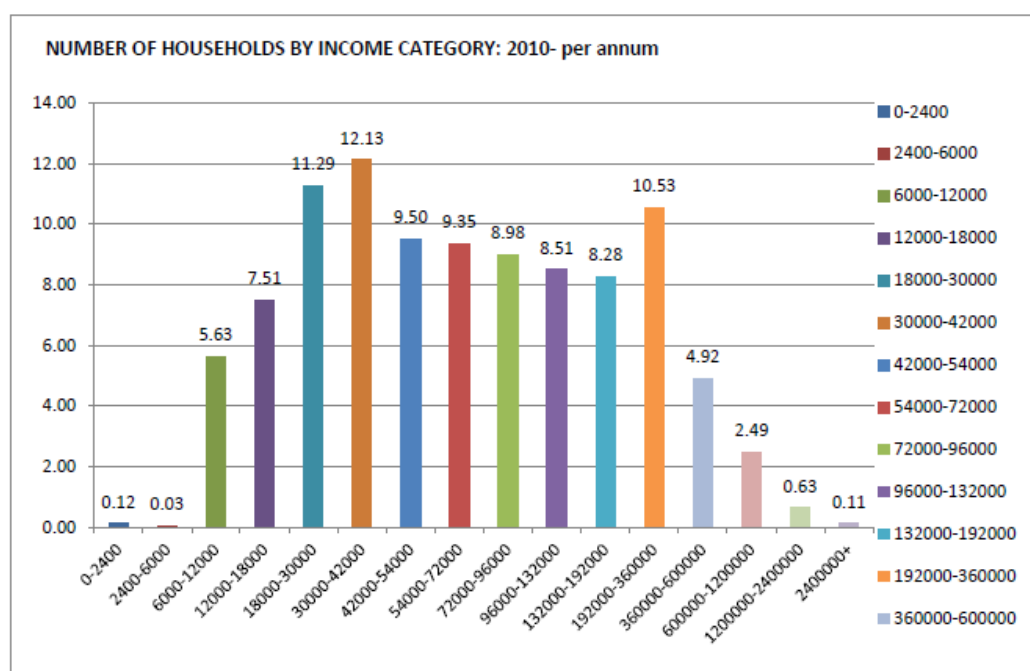
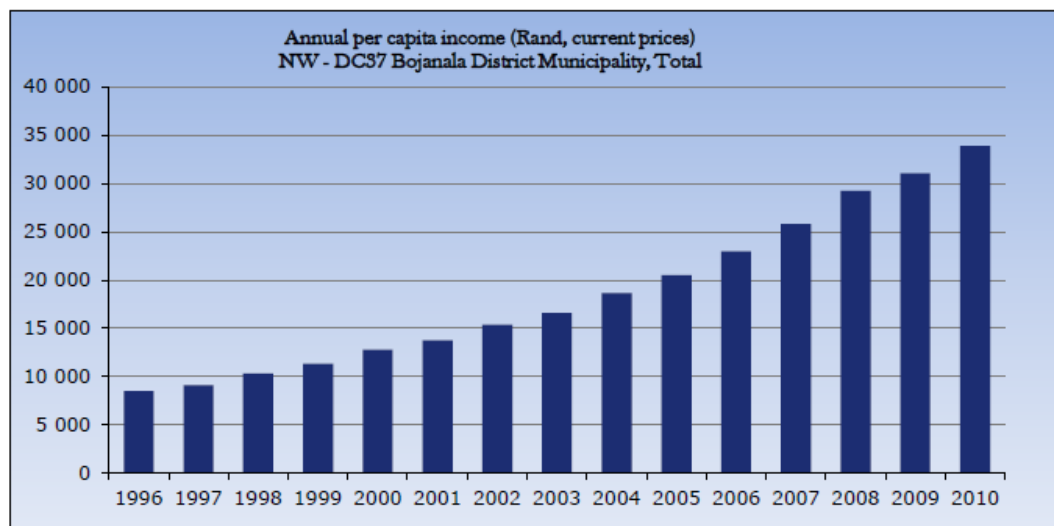


Figure 6: Monthly Household Income

However, on the positive side the district population experienced an overall increase in per capita incomes from 1996 onwards. The average annual per capita income in the district increased from approximately R8498 per capita in 1996 to R33 858 in 2010, this also shown by the graph in figure 1.6 that the annual per capita income has been increasing at steady rate. The lowest annual per capita income rates have consistently been prevalent in the Moretele and Moses Kotane Local Municipalities since 1996 to 2010 were they sit at approximately R19 182 and R21 136 per capita respectively.



Source: IHS Global Insight

Figure 7 : Annual per capita income

The prevalence of poverty in large parts of the district puts a strain in the revenue generating capacity of local municipalities because households with little or no income are unable to pay for municipal services.

While acknowledging the principle above, there is a notable increase in the household incomes across the DM between the 1996 and 2010 period.

5.5 Unemployment

The current unemployment rate is the second lowest figure in the past 15 years since the 13% in 1996. Although the total number of unemployed persons in the district increased, the unemployment rate have stabilized and decreased slightly from 2002 onwards. The estimated unemployment rate for the district as shown in the graph is approximately 14.6%. The decline to 14% in 2010 is a reflection of:

- The impact of 2009 Confederations Cup and the 2010 FIFA World Cup;
- The availability once more credit and mines opening new shafts or scaling production that was laid down in the Recession period of 2008/09.

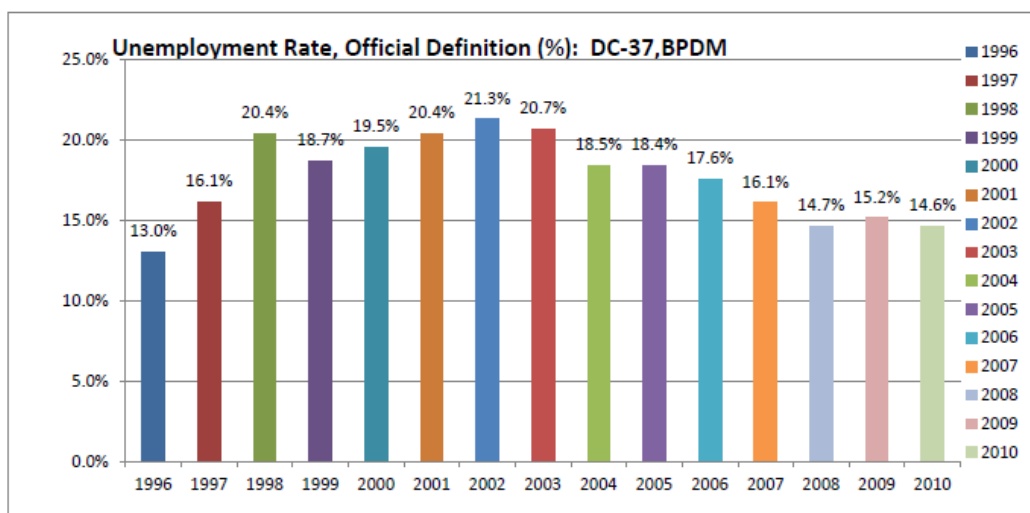


Figure 8 : Unemployment within the BPDM

The comparative unemployment and affordability figures for the various municipalities in the BPDM are summarized in Table 1.2 below. According to these figures there are concerning low levels of economically active population, especially in the Moretele and Moses Kotane. Rustenburg municipality has a significantly higher percentage of households earning R10 000 and above per month i.e. 37.08% followed by Kgetleng then Madibeng, Moretele and MKLM are at around 17%.

Table 16 : Comparative unemployment and affordability

Municipality	Economically Active Population	Households Earning category (monthly)		
	%	<1500	1500<x<10000	>10000
Bojanala Platinum District Municipality	34.20%	13.29%	59.76%	26.96%
Moretele	23.00%	16.36%	65.87%	17.78%
Madibeng	32.50%	14.63%	62.03%	23.34%
Rustenburg	45.30%	8.97%	53.95%	37.08%
Kgetleng	50.40%	11.69%	60.10%	28.21%
Moses Kotane	21.30%	18.62%	64.35%	17.03%

5.6 Key Performance Area: Local Economic Development

The District Municipality's goals for this focus area is to increase, and enhance the quality and number of jobs available in the district as a sustainable way of alleviating poverty, create additional jobs and provide training as we deliver basic municipal infrastructure for poor households, promote investment in the district to ensure sustained economic growth, promote tourism, promote Black Economic Empowerment through contracts awarded by the municipality and support SMMEs.

The BPDG Growth and Development Strategy responds to the goals as outlined in this document. It is a refinement of the North West Provincial Growth and Development Strategy which provides a common vision, goals and objectives of what should be achieved over the next decade.

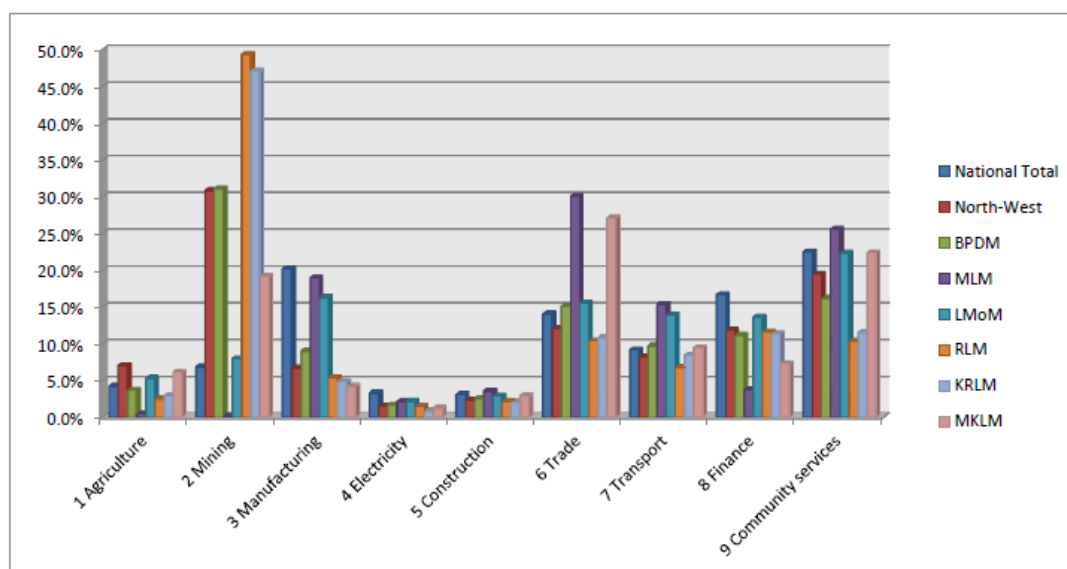


Figure 9: Overview of District Economic structure by Broad Economic Sectors

5.7 ANALYSIS OF THE ECONOMIC SECTORS OF THE DISTRICT

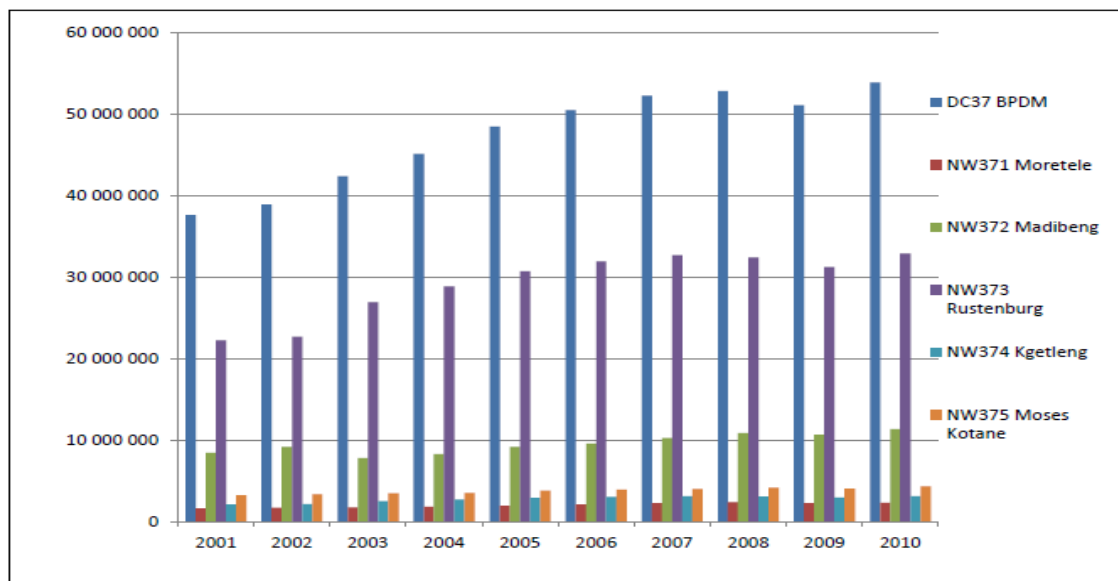
The Figure above reflects the following in terms of the economic structure of the district:

That the district economy is dominated by the mining sector, where by 2010 it was still the biggest contributor to the economic growth, especially from within Rustenburg where more than 45% of the GVA-R is made of mining activities’;

That Kgetleng River LM also has seen a major growth in this sector. This can be explained by the regularisation of the slate mines as well as the emergence of the Diamond mines;

Trade in Moretele LM is reflected as 30 % of the local economy, while for Rustenburg it is only 10 %. These two pictures must be looked at in context; the GVA (economic output) of Moretele is only R650 m while Rustenburg is R12 bn in 2011 figures.

It is generally recognized that the Bojanala Platinum District Municipality is the economic growth engine of the North-West Province and contributes the vast majority of total production output and employment opportunities within the NW Province. The performance of the economy within this district is thus crucial to achieving the overall growth and development targets agreed to at a provincial level. The information depicted in Figure 6.2.1 indicates that the district economy (measured as constant GVA prices) has grown significantly from a total output of around R12.2 bn in 1996 to R18.3 bn in 2003. By 2010 the regional economy had grown to just under R54 bn. This represents more than twice the size of the economy in seven (7) years ascribable to the commodities boom.



Source: Global Insight – Regional Explorer v. 593

Figure 10 : GVA at Constant Prices (R1000)

The proportional contribution of the Mining sector to total economic output increased from 42.3% in 1996 to as much as 59.5% by 2001. The most important other sectors contributing towards economic output in the District are Manufacturing, Wholesale and Retail Trade and Community, Social and Personal Services.



Figure 11 : Municipal GVA Constant Prices (R1000) as portion of District Municipality

5.7 Employment

The information depicted in figure below indicates that the total number of formal sector employment opportunities increased from 206 680 in 1996 to 304 651 by 2007. The growth although characterised by some dips in the years of recession of 2008/09 was 306 225 in 2010.

Table 17 : Biggest Employers by sector

Sector	% Employment (2010)
Mining	43%
Trade	15.4%
Community Services	13.6%
Manufacturing	6.1%

5.8 Socio-Economic impacts envisaged for the operation

Where appropriate, the LED projects will serve as vehicles where beneficiaries of portable skills training will be absorbed as project beneficiaries or participants.

Pandora is committed to projects that contribute significantly to social and economic development, poverty eradication and community upliftment.

The linkage between LED projects and government programmes was also considered in order to ensure sustainability of the projects beyond the life of mine. Partnerships and collaborations between Pandora, and other stakeholders were also considered in the identification of the LED projects.

Pandora will continue to employ measures that will positively impact the social and economic status of the mine community by enhancing the following:

employment opportunities and poverty alleviation;

support service provider opportunities for SMME organisations;

training and skills development opportunities; community based projects driven and funded by Pandora, other mining companies and stakeholders as well as the Municipality; and

Improved infrastructure.

5.9 Development projects

Pandora through the local Municipality will establish a Community Forum which will hold meetings to discuss progress in terms of the implementation of the SLP.

Lastly, capacity-building strategies and structures may prove to be effective, leading to community members developing their own business ideas, which eventually extend into sustainable projects and businesses. Thereby, the community would become increasingly sustainable. SEDA, the local Municipality and other relevant State Departments will be approached to provide capacity building to the community members who have embarked on different projects.

5.10 Retrenchment and closure

The eventual closure of the mine will signify the loss of a source of income and employment, which will have implications on the ability of employees to provide for their households. Social and labour plan measures, such as alternative livelihood projects, will be put in place as a matter of priority to avoid these negative impacts and to ensure community sustainability over the long term. Mine workers will need to be provided with alternative income-generating opportunities through the company's LED programmes.

All affected individuals and communities in the local area will be openly consulted with regard to the activities of Pandora. Communication forums will be established so as to ensure participatory and transparent dissemination of information.

5.11 Involvement in integrated development programmes

As the IDP is the overarching development framework of a given district, Pandora's SLP and sustainable development initiatives will conform to the IDP process, which will form the basis of all projects. By building on the development strategies existing at a local government level, a partnership will be formed between Pandora and local government, which can work together to build a sustainable community.

5.12 Sustainable development plan

A sustainable development plan will be prepared by Pandora to provide a framework for initiatives that promote the sustainability of employee households, as well as that of the host community. In accordance with the existing IDP strategy for the district, Pandora intends to: plan and execute mining in a manner that adheres to the three cornerstones of sustainable development, namely:-

- economic efficiency;
- social justice; and
- environmental integrity

Develop a framework for mine planning, operation and closure that satisfies legal requirements, achieves sustainable development and is flexible enough to accommodate change.

Table 18 : Summary of Community Development Projects Five Year Plan 2018 - 2022

No.	Name of Identified Project	Focus Area	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total Spend
1	Refurbishment of Sonop Old Age Home	Health Infrastructure	R 2 400 000	R 2 000 000	R 1 000 000	R 0	R 0	R 5 400 000
2	Refurbishment of Sonop Clinic	Health Infrastructure	R 1 600 000	R 1 000 000	R 1 000 000	R 400 000	R 500 000	R 4 500 000
3	Upgrading of Tebogo Primary School in Sonop	Education Infrastructure	R 0	R 1 000 000	R 2 000 000	R 1 000 000	R 1 000 000	R 5 000 000
4	Upgrading of Sonop Primary School	Education Infrastructure	R 0	R 0	R 500 000	R 1 500 000	R 2 000 000	R 4 000 000
Total budget for Five (5) Years			R 4 000 000	R 4 000 000	R 4 500 000	R 2 900 000	R 3 500 000	R 18 900 000

5.13 PROJECT 1: INFRASTRUCTURE PROJECT: REFURBISHMENT OF SONOP OLD AGE HOME

Background

Sonop old age home is situated within the Brits District and takes care of the old age people from surrounding areas.

During 2013 the Provincial Department of Social Development was planning to close the Sonop Old Age Home for various reasons including the conditions of the old people living at the old age home. Cosatu and Nehawu intervened and held a meeting with the MEC for Social Development. The outcome of the meeting was that the old age home has to be upgraded and to boost the staff morale. The MEC undertook to fill up the vacant posts.

There was relief from the members of the surrounding communities.

During 2017 Pandora held meetings with the Provincial Department of Social Development, it was decided that it would be ideal that Pandora upgrades the infrastructure and thereafter provide the necessary support to the old age home.

Project Rationale

According to the BPDM IDP demonstrates that there are more or about 20 0000 males and 20 000 females between the ages of 65years and 75years within the BPDM. It is a fact that more than 40% of the old people should be housed at old age homes. The BPDM does not have enough old age home facilities to accommodate those people who cannot afford the expensive old age home facilities.

Project Objectives

- Facilitate the delivery of the affordable old age home for the BPDM communities.
Provide a facility which is accessible to the old people and their families.

Alleviate the poor state and conditions of the Sonop old age facility.

Exit Strategy

On the completion of the project, it'll be handed over to the Provincial Department of Social Development.

Table 19 : **PROJECT 1:_INFRASTRUCTURE PROJECT: REFURBISHMENT OF SONOP OLD AGE HOME**

Project Name		REFURBISHMENT OF SONOP OLD AGE HOME					Classification of Project	Infrastructure
Background		<p>The Sonop Old Age Home is housed in an old, dilapidated building operationalized by the Department of Social Development. On assessment it was discovered that the home houses patients and the elderly in an unsafe and inhuman building. Most of the required facilities in there are either non-functional and have items which are broken like geysers, washing machines and toilets. The environment is therefore completely not conducive and safe.</p> <p>The existing building belongs to Public Works and it is operationalised by the Department of Social Development.</p>			Stage of Project at the time of identification		The project is at its initial stages.	
Project Partners		Pandora, Department of Health, Department of Social Development and the Community			Beneficiaries		Communities around Madibeng Local Municipality.	
Project Start Date	2018	Total Expected Number of Jobs created	Male	Female	Youth	Disabled	Geographical Location of Project	Sonop
			5	5	5			
KPI's	Responsible Entity	Activity			Timeframe			Budget allocation
		KPA (Initiatives)			Q1	Q 2	Q 3	Q4
Confirmation of Project buy-in	Pandora, Dept. of Social Dev	Meeting with stakeholders			x			
Approval of scope and costs	Pandora	Allocation of budget and engagement on scope				x		
Appointment of service provider	Lonmin	Issuing of tender and process adjudication.				x		
								R5 600 000

Project completion SMME"s.	Contractors	Refurbishment of the buildings			x		
Exit strategy	Pandora	Hand over the project to the Dept. of Social Development			x		
BUDGET				R5 600 000			

5.14 PROJECT 2: INFRASTRUCTURE DEVELOPMENT: SONOP CLINIC

Sonop Clinic is situated within Brits district under the BPDM. It is a health care facility providing HIV, AIDS and TB-related treatment, care and support services. It is a community oriented health care facility that monitors and proactively works towards the improved health and well-being of the community. The clinic provides ARV treatment and where necessary, patients are referred to Brits Hospital for additional treatment. The clinic provides fortified porridge to malnourished, TB, HIV & AIDS patients. The clinic provides home-care based care services to the terminally and chronically ill patients. The clinic provides maternity services for local and community pregnant women.

Pandora has held meetings with the Sonop Clinic and the Department of Health who have requested Pandora to upgrade Sonop Clinic infrastructure and Pandora has agreed to upgrade the Clinic. The Sonop clinic is closer to the community.

Project Objectives

The impact of the Health Facility shall be reflected by the following:

Training of builders and development of facilities;

Improvement of the quality of Health within the community;

Employment creation in the construction of the Health facility; and

Enhancement of local procurement by employing the local community in the construction of the Health Facility.

Table 20: Refurbishment of Sonop Clinic

Project Name		REFURBISHMENT OF SONOP CLINIC						Classification of Project	Infrastructure
Background		The Sonop Clinic is in a derelict state posing a challenge to provide proper access and efficient provision to comprehensive primary health care to patients around Sonop.				Stage of Project at the time of identification		The project is at its initial stages.	
		The community approached Lonmin regarding the condition of the clinic and requested assistance with refurbishing the clinic.							
		The Department of Health agreed to have the clinic refurbished as this will assist in the clinic obtaining an ideal clinic status as accredited by National Health							
		The existing building belongs to Public Works and it is operationalised by the Department of Health.							
Project Partners		Pandora, Department of Health, Department of Social Development and the Community				Beneficiaries		Communities in Sonop	
Project Start Date	2019	Total Number created	Expected of Jobs	Male	Female	Youth	Disabled	Geographical Location of Project	Sonop
				5	5	5			
KPI's		Responsible Entity	Activity			Timeframe			Budget allocation
			KPA (Initiatives)		Q1	Q 2		Q 3	
Confirmation of Project buy-in		Pandora, Dept. of Social Development	Meeting with stakeholders		X				R5 000 000
Approval of scope and costs		Pandora	Allocation of budget and engagement on scope		X				

Appointment of service provider	Lonmin	Issuing of tender and process adjudication.		X			
Project completion SMME"s.	Contractors	Refurbishment of the buildings			X		
Exit strategy	Pandora	Hand over the project to the Dept. of Health			x		
BUDGET					R5 000 000		

5.15 PROJECT 3 AND PROJECT 4: INFRASTRUCTURE PROJECTS

Presently, Tebogo Primary School and Sonop Primary School are in dire need for the upgrade of the infrastructure which is almost dilapidated and are not equipped with the Resource Centre. Such structures are imperative to the enhancement of quality education and to the proper functioning of the school.

Pandora recognises the provision of quality education to learners as a national priority. In order to improve the quality of education within the mine community area, Pandora together with the community have identified the need to upgrade the infrastructure and where possible provide a reputable Resource Centre at the both schools. The project entails the upgrading of the school structures and the construction of a Resource Centre in order to provide learners with adequate learning material and resources to ensure that quality education and learning is offered to all learners at the school.

Pandora will partner with the Department of Education in order to provide the necessary equipment and learning material required for the further development of this project.

Project Rationale

Pandora is committed to projects that contribute to improving the educational levels within the mine community areas. Through various observations within the mine communities Pandora has identified the need to establish projects that will serve as vehicles to further the level of education in the mine community area.

Pandora will consider the Proposed Standard Designs for Schools Spaces which was made available by the Local Municipality and Department of Education through the engagements with Municipalities, Ward Councillors and the Department of Education to be utilized as a benchmark tool.

Project Objectives

Broad Objectives

- 5...1 Facilitate the delivery of quality education to local communities;
- 5...2 Build a Centre which provides learners with adequate resources and learning material;

5...3 Increase the level of active school participation in school; and

5...4 Alleviate the poor conditions of education infrastructure within the mine community.

- **Exit Strategy**

On completion of the project and the five-year cycle, Pandora will hand over the project to the Department of Education.

Table 21 : UPGRADING OF TEBOGO PRIMARY SCHOOL

Project Name		UPGRADE OF TEBOGO PRIMARY SCHOOL						Classification of Project		Infrastructure	
Background		Pandora recognises the provision of quality education to learners as a national priority. In order to improve the quality of education within the mine community area, Pandora together with the community have identified the need to upgrade the infrastructure and where possible provide a reputable Resource Centre at the both schools. The project entails the upgrading of the school structures and the construction of a Resource Centre in order to provide learners with adequate learning material and resources to ensure that quality education and learning is offered to all learners at the school.				Stage of Project at the time of identification		The project is at its initial stages.			
Project Partners		Pandora, Department of Education, BPDM and the Community				Beneficiaries		The school upgrade will facilitate the delivery of quality education to local communities. The Resource Centre will provide learners with adequate resources and learning material. The project will alleviate the poor conditions of education infrastructure within the mine community.			
Project Start Date	2019	Total Number created	Expected of Jobs	Male	Female		Youth	Disabled	Geographical Location of Project		BPDM
				10	10		5				
KPI's		Responsible Entity	Activity			Timeframe					
			KPA (Initiatives)	Year 1	Year 2	Year 3	Year 4	Year 5	Budget allocation		
Pandora will be the lead partner		Pandora, Dept of Education, Seda and	Meeting with stakeholders, the	X							

and will ensure that the transformation through education is achieved.	BPDM	municipality and the Dept of Education, Seda presenting the plan						
		Allocation of budget		X				
		Training of the potential contractors		X	X	X		
The Local SMME's will benefit and the project will capture economic value to SMME's.		Construction of the buildings		X	X	X	X	
The goal is to ensure that the community schools serve as a vehicle to improve and unleash their potential through education.		Providing resources, i.e. furniture, equipment, computers, etc					X	
Exit strategy		Hand over the project to the Dept of Education					X	
				R1 000 000	R2 000 000	R1 000 000	R1 000 000	

BUDGET								
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PROJECT 4: UPGRADE OF SONOP PRIMARY SCHOOL

Table 22: Upgrade Tebogo Primary School

Project Name		UPGRADE OF TEBOGO PRIMARY SCHOOL				Classification of Project		Infrastructure	
Background		Pandora recognises the provision of quality education to learners as a national priority. In order to improve the quality of education within the mine community area, Pandora together with the community have identified the need to upgrade the infrastructure and where possible provide a reputable Resource Centre at the both schools. The project entails the upgrading of the school structures and the construction of a Resource Centre in order to provide learners with adequate learning material and resources to ensure that quality education and learning is offered to all learners at the school.				Stage of Project at the time of identification		The project is at its initial stages.	
Project Partners		Pandora, Department of Education, BPDM and the Community				Beneficiaries		The school upgrade will facilitate the delivery of quality education to local communities. The Resource Centre will provide learners with adequate resources and learning material. The project will alleviate the poor conditions of education infrastructure within the mine community.	
Project Start	2020	Total Number	Expected of Jobs	Male	Female	Youth	Disabled	Geographical Location of Project	
								BPDM	

Date		created	10	10	5			
KPI's	Responsible Entity	Activity			Timeframe			Budget allocation
		KPA (Initiatives)	Year 1	Year 2	Year 3	Year 4	Year 5	
Pandora will be the lead partner and will ensure that the transformation through education is achieved.	Pandora, Dept of Education, Seda and BPDM	Meeting with stakeholders, the municipality and the Dept of Education, Seda presenting the plan.	X					
		Allocation of budget			X			
		Training of the potential contractors			X	X		
The Local SMME's will benefit and the project will capture economic value to SMME"s.		Construction of the buildings			X	X	X	
The goal is to ensure that the community schools serve as a vehicle to improve and unleash their potential through education.		Providing resources, i.e. furniture, equipment, computers, etc.					X	
Exit strategy		Hand over the					X	

		project to the Dept of Education						
BUDGET					R 500 000	R1 500 000	R2 000 000	

Section 6

Housing and Living Conditions

6. **HOUSING AND LIVING CONDITIONS AND NUTRITION**

Measures to address the housing and living conditions and nutrition

- *The Mining Charter requires that: "Human dignity and privacy for mine workers are the hallmarks to enhance productivity and expedite transformation in the mining industry in terms of housing and living conditions. In this regard mining companies must implement measures to improve the standards of housing and living conditions for mineworkers as follows:*
 - *Convert or upgrade hostels into family units by 2014;*
 - *Attain the occupancy rate of one person per room by 2014; and*
 - *Facilitate home ownership options for all mine employees in consultation with organised labour by 2014."*

Regulation 46 c(iv) of the MPRDA requires that: *"The contents of the Social and Labour Plan must contain the measures to address the housing and living conditions of the mine employees."*

Regulation 46 c(v) of the MPRDA requires that: *"A Local Development Programme which must include the measures to address the nutrition of the mine employees must be included in the SLP."*

Overview

The Housing and Living Condition Standard for the Mining Industry ("**The Housing Standard**") was formulated to give effect to section 100(1) (a) of the MPRDA and sections 26(1) and (3) and 27(1) and (3) of the Constitution of the Republic of South Africa, 1996, and other related legislation by ensuring that adequate housing, health care services, sufficient food and water are adequately provided to mine workers.

- **The Housing Standard states that:**

"The location of the mining operations, which in most cases tends to be far from existing settlement, has necessitated the employers to make provision for housing as an undertaking to be part of the infrastructure required to develop the mine. In the late nineteenth century, since

the birth of modern mining industry, single sex hostels have been a significant feature of the system of labour on the mines. The housing and living conditions for many workers in the minerals and mining industry were of substandard nature, adversely impacting on their health, productivity and social well-being.

The hostels system for black mine workers were run on racial and ethnic lines. Migrant labourers on the other side have been affected by these conditions to a greater extent as they were denied a normal family life. They were subjected to poor living conditions in single-sex hostels resulting social disruptions including the break-up of marriages. This has also contributed largely to the spread and provenance of HIV/AIDS and Tuberculosis in South Africa.

Government and stakeholders have acknowledged that the development of acceptable and sustainable housing and living conditions for the mine workers can be realised through private sector involvement in upgrading of hostels to decent single accommodation apartments and conversion of hostels to family housing as part of improving the housing and living conditions of mine workers."

- **Current Situation**

There are currently six (6) Pandora employees that are housed in EPL accommodation. Other employees live in their own and rented accommodation. Specific commitments and targets in relation to EPL's housing and living conditions are addressed in the EPL Social and Labour Plan. Pandora does not own any hostels.

- **Future housing**

A Lonmin housing strategy that contains aggressive but achievable targets is in the process of being compiled and will be implemented as soon as approved. The following types of interventions are being considered:

- **Measures to Address Nutrition and Health of Employees**

The provision of adequate nutrition for mine employees is an essential component of the mine's ability to maintain a healthy, productive workforce. Each employee's card is loaded and locked into an electronic card system with a certain amount for the month for meals (this applies to those employees living in EPL's single quarters). Catering at EPL's single quarters is described in the EPL Social and Labour Plan.

Section 6

Procurement

7. **THE PROCUREMENT PROGRESSION PLAN AND ITS IMPLEMENTATION FOR HDSA COMPANIES IN TERMS OF CAPITAL GOODS, SERVICES AND CONSUMABLES**

- **Mining Charter Requirement**

- *The Mining Charter requires that:*

"Local procurement is attributable to competitiveness and transformation, captures economic value, presents opportunities to expand economic growth that allows for creation of decent jobs and widens scope for market access of South African capital goods and services. In order to achieve this, the mining industry must procure from BEE entities in accordance with the following criteria, subject to the provisions of clause 2.9:

- *Procure a minimum of 40% of capital goods from BEE entities by 2014;*
 - *Ensure that multinational suppliers of capital goods annually contribute a minimum of 0.5% of annual income generated from local mining companies towards socio-economic development of local communities into a social development fund from 2010;*
 - *Procure 70% of services and 50% of consumer goods from BEE entities by 2014.*

The targets above are exclusive of non-discretionary procurement expenditure.

- **Regulations to the MPRDA**

- Regulation 46 (vi) of the MPRDA requires that:

"The contents of the Social and Labour Plan must contain the procurement progression plan and its implementation for HDSA companies in terms of capital goods, services and consumables and the breakdown of the procurement which must be completed in the form of Form T contained in Annexure II."

- **Procurement Objectives and Strategy**

- Lonmin's Procurement objective on local economic development is to invest focused attention on Black Owned (more than 50% ownership) spend while also meeting the current Mining Charter targets. The focus is to ensure long term sustainability for all stakeholders by balancing its social commitments with the need to reduce cost of ownership to ensure cost competitiveness.

Table 23:

UNDERTAKING	Implement initiatives to ensure Pandora's alignment with the national imperative for HDSA empowerment. The initiatives will further serve to ensure BBBEE is embedded across the Company
GUIDELINE	<p>The following initiatives will be implemented to ensure Pandora's alignment to the national imperative for BBBEE:</p> <ul style="list-style-type: none"> • Ensuring organisational readiness to adopt undertakings aligned to BBBEE; • Verification of suppliers' BEE status; and • Implementation of Mining Charter directive with regards to Multinational suppliers.

- Pandora will also provide preferred supplier status to HDSAs through implementation of the following measures:
 - 7...1 forming of partnerships with current suppliers;
 - 7...2 encourage its existing procurement suppliers to form partnerships or joint ventures with HDSA companies, where there is no HDSA company tendering to supply the required goods or services;
 - 7...3 identifying products which could be supplied by local suppliers; and
 - 7...4 identifying prospective procurement suppliers from employees / surrounding communities, by means of the LED Forum.
- During the life of the Mine, HDSAs will be awarded preferred supplier status, taking into consideration both price and quality of deliverables. Initial

assistance will, therefore, be given to HDSA suppliers in the setting up and winning of contracts. The future levels of HDSA procurement for Pandora will be reported through the submission of Form T (this form is submitted annually to the DMR). The company will also encourage in its tender process the following from suppliers:

- 7...1 the promotion of SMMEs;
- 7...2 the creation of new intakes jobs; and
- 7...3 the upliftment of communities.

- Pandora will procure from local service providers in the area. Various procurement outsourcing services have been investigated, these include:

- 7...1 Food – catering;
- 7...2 Construction – building material and building;
- 7...3 Transportation – for samples, material, waste and workers;
- 7...4 Accommodation for relocation of certain homesteads;
- 7...5 Garden services – upkeep of the mining facilities;
- 7...6 General maintenance of grounds, plumbing, electricity;
- 7...7 Laundry for mining clothing;
- 7...8 PPE overalls – dress makers; and
- 7...9 Equipment renting and maintenance.

The table below reflects Pandora's five-year procurement targets

Table 24: Pandora Five year procurement targets

PROCUREMENT	2018		2019		2020		2021		2022	
	Target		Target		Target		Target		Target	
PROCUREMENT SPENT FROM BEE ENTITIES										
	TARGET	ACTUAL	TARGET	PLAN	TARGET	PLAN	TARGET	PLAN	TARGET	PLAN
CAPITAL GOODS	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
SERVICES	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
CONSUMABLE GOODS	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%

SECTION 7

PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT

8. **PROCESS PERTAINING TO MANAGEMENT OF DOWNSCALING AND RETRENCHMENT**

- **Regulation to the MPRDA**

- Regulation 46 (d) of the MPRDA requires that:

The contents of a Social and Labour Plan must contain processes pertaining to management of downscaling and retrenchment which must include-

- (i) *the establishment of the future forum;*
- (ii) *mechanisms to save jobs and avoid job losses and a decline in employment;*
- (iii) *mechanisms to provide alternative solutions and procedures for creating job security where job losses cannot be avoided; and*
- (iv) *mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the mine is certain.*

- **Overview and objectives**

A fundamental principle behind both Pandora's Human Resources Development Programme (guiding the Portable Skills Training, AET, Learnership programmes etc.) and Local Economic Development Programme (informing the sustainable development interventions, housing policies etc.) is job creation. However, at the mine closure, be it inevitable or unexpected, the main outcome would be the loss of employment opportunities. Consequently, a key element of the SLP is to develop mechanisms and strategies to prevent job losses or where this cannot be avoided, to implement appropriate plans to ameliorate the social and economic impact that the downscaling of the operations and/or closure may have on employees, communities and the economy.

The fundamental objectives of the plans to be put in place for the life of the mine are in line with the ethos of the Department of Labour's "Social Plan" as well as the Act and include:

- the prevention of job losses as set out below;
 - where job losses are unavoidable to minimize the extent of the job losses resulting from major restructuring or retrenchment exercises;
 - to facilitate, as far as practically possible, access to alternative employment opportunities within the company;
 - to facilitate through on-going core business training and the non-mining related portable skills training plan access to suitable training programmes to enable affected employees to remain economically active either within or outside the company or industry;
 - to avoid, mitigate or minimise any possible negative social and economic impacts on employees, communities, local and regional economics and labour-sending areas should retrenchment or closure be required through local economic development programmes as outlined in the Plan;
 - to ensure that the relevant processes for effective closure management are in place some four (4) or five (5) years prior to planned mine closure; and
 - to effectively communicate and consult as well as discuss and develop joint strategies and plans with key stakeholders, through the mechanism of the Future Forum, throughout the life of the mine on the issues outlined above.
- **Future Forum**
 - Action Plan
 - 8...1 Given the diverse nature of the operation, as well as its location, a Future Forum is being established at Pandora. The Future Forum will be established in conjunction with organised labour. The Future Forum will be constituted as follows:
 - 8...1.1 management representatives; and

- 8...1.2 workers or their representatives (Organised labour).
- 8...2 The Future Forum will meet on a regular basis, either quarterly or as agreed on throughout the lifespan of the operations to develop, implement and communicate strategies and plans to prevent or otherwise deal with major downscaling or the closure of the operation.
- 8...3 The frequency of meetings will be increased if there are critical issues that need to be addressed urgently. The agenda for the Future Forum will include, but not be limited to:
 - 8...3.1 identification and analysis of problems and challenges facing the operations particularly where these may lead to downscaling and/or closure of the operations;
 - 8...3.2 development of strategies and plans to deal with identified problems and challenges;
 - 8...3.3 development of strategies and plans to prevent job losses if possible;
 - 8...3.4 development of strategies and plans to minimise job losses and mitigate the adverse effects that downscaling and closure may have on employees, communities and the economy;
 - 8...3.5 implementation of agreed strategies and action plans;
 - 8...3.6 review of portable skills training programmes and local economic development programmes;
 - 8...3.7 assessment of and reporting on, through Pandora Annual SLP Reports, the success and progress of

all job loss management and retrenchment management programmes planned for and implemented during the times of downscaling, closure or for an appropriate post-closure period.

9. **MECHANISMS TO SAVE JOBS AND AVOID JOB LOSSES AND A DECLINE IN EMPLOYMENT**

Section 52 (1) of the MPRDA provides:

(1) The holder of a mining right must, after consultation with any registered trade union or affected employees or their nominated representatives where there is no such trade union, notify the Board in the prescribed manner-

(a) where prevailing economic conditions cause the profit to revenue ratio of the relevant mine to be less than six per cent on average for a continuous period of 12 months; or

(b) if any mining operation is to be scaled down or to cease with the possible effect that 10 per cent or more of the labour force or more than 500 employees, whichever is the lesser, are likely to be retrenched in any 12-month period."

• **Strategic Plan**

Should the Mine be required to commence with a downscaling or closure process (in line with the undertaking above) the following plan will be implemented:

- communication and Planning through the Future Forums.
- it is envisaged that any potential downscaling or closure requirement will be identified during the on-going consultations, discussions and deliberations at the regular Future Forum meetings.
- all strategic plans identified by the Future Forum will be implemented with a view to avoiding job losses. Plans and strategies will be continuously

assessed to ensure that they are relevant to the prevailing conditions at the time that closure or downscaling is envisaged.

- the Future Forum will assess the economic conditions and the number of employees that are likely to be affected by the downscaling or closure.
- the Future Forum will discuss and agree on strategies and action plans that will be implemented to avoid job losses.
- **Potential Strategies and plans to avoid job losses**
 - Job losses and plans will include but not be limited to:
 - 9...1 voluntary early retirement for employees who qualify in terms of relevant provident funds, etc.;
 - 9...2 suspension of overtime, job-sharing schemes, short and extended leave;
 - 9...3 cease recruitment of new intakes employees until PANDORA operations have attempted to fill vacant positions from internal sources;
 - 9...4 where relevant and viable, cease the employment of temporary employees and/or contractors;
 - 9...5 where closure or downscaling is envisaged every position that becomes vacant through resignation, retirement, death or dismissal, in the period up to the downscaling or closure will be critically reviewed before the position is filled to allow for natural attrition of employees thereby avoiding unnecessary job losses and retrenchment;
 - 9...6 during the life of the operation there will be on-going accredited mining related training and non-mining portable skills training

programmes to equip employees with alternate skills to remain economically active in the event of retrenchment; and

9...7 in addition, Pandora's on-going support of sustainable development projects, through its Local Economic Development programmes, within the labour source communities will further assist in both the creation of job opportunities and securing their long-term sustainability. Efforts to procure locally where possible, combined with the associated business training and provision of alternative skills for local entrepreneurs will further lessen the insecurity within employment in the local workforce.

- **Implementing section 189 of Labour Relations Act 1995 (as amended)**

- The implementation of Section 189 and 189 (A) of the Labour Relations Act or where there are existing collective agreements between the trade unions and management that override the provisions of the Labour Relations Act, the processes outlined in these collective agreements will be followed. The following issues are relevant to the consultation process that will be undertaken with the relevant trade unions / employee representatives:

9...1 ensure subscription to the universally accepted principles of fair retrenchment, incorporating consultation and negotiations with the elected worker representatives at the mine.

9...2 compliance with collective agreements between organised labour and the company.

9...3 disclosure of all relevant information.

9...4 measures to avoid or minimise dismissals as set out in the collective agreement.

- **Notification to Government Authorities**

After consultations through the Future Forum and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) (a) of the MPRDA of the need for downscaling / closure as and when required during the life of the Mine and some four (4) to five (5) years prior to the end of the life of the Mine. The Government Authorities will be given notice of the time-frame for the closure and/or downscaling process, on-going consultation, strategic initiatives and plans as discussed through the Future Forum. Regular progress reports will be subsequently distributed to the necessary Governmental Departments. Any directive issued by the abovementioned Board will be adhered to in order to meet the corrective measures as stipulated.

10. **MECHANISMS TO PROVIDE ALTERNATIVE SOLUTIONS AND PROCEDURES FOR CREATING JOB SECURITY WHERE JOB LOSSES CANNOT BE AVOIDED.**

- **Undertaking**

In compliance with Section 52(1) of the Act, should the profit revenue ratio of the relevant operation be less than 6% on average for a continuous period of twelve (12) months or, should 10% or more of the workforce have to be retrenched, on identifying the need to scale down or cease mining operations at Pandora and where job losses are likely to result from these processes, a comprehensive consultation process will be undertaken at the Future Forum. Section 189 and 189(A) will be complied with to deal with retrenchment details, the Minerals and Mining Development Board will be notified and any corrective measures and directives as determined by the Minister will be complied with.

- **Strategic Plan**

- An extensive consultation process will be undertaken through the Future Forum structures where strategic initiatives and plans implemented by the Forum are not successful in avoiding job losses. Where job losses cannot be avoided the Future Forum will discuss and implement strategic plans to examine and implement alternative solutions and to create job security for affected employees.

- The Future Forum will assess the economic and other conditions that could result in job losses and determine a number of employees that are likely to be affected by the downscaling or closure.
- The Future Forum will discuss and agree on strategies and action plans that will be implemented to create security for employees likely to be affected by job losses.
- **Alternative solutions and strategies to create job security**
 - Potential alternative solutions and strategies to create job security to be considered by the Future Forum may include but may not be limited to:
 - 10...1 ways to minimise the number of employees who are likely to be affected by the contemplated retrenchment; and
 - 10...2 employees targeted for retrenchment will be provided with the necessary training to remain economically active if retrenched. (This will be through specific learnership programmes aimed at providing employees with alternative skills and experience which will enhance their employability outside of the mining sector. This process will ensure that the retrenched employees are more marketable and can capitalise on current and emerging employment opportunities that exist within the local labour market.)
 - 10...3 the Local Economic Development Programmes which are to be implemented as part of the SLP are designed to create long term and sustainable businesses and economic activities which are not reliant on mining activities. These LED initiatives may therefore create employment opportunities for employees who are likely to be retrenched. Employees who are likely to be retrenched will be given first priority for employment opportunities that arise through the LED programmes initiated by the company.

10...4 the company will liaise with the Department of Labour, other employers in the operational area and labour sending areas to identify all possible employment opportunities and vacancies. Affected employees will be provided with updated information on a regular basis and will be provided with the necessary assistance to apply for vacant positions.

10...5 provide assistance for entrepreneurs and SMME development through established small business centres, other appropriate service providers in the relevant region as well as the LED programmes.

10...6 the Human Resources Development Programme will ensure that employees receive accredited and certified skills and training. Such accredited skills and training may be utilized elsewhere within the mining sector or, alternatively, within different industry sectors or through the pursuit of entrepreneurial ventures (SMMEs or BEEs).

- Implementing Section 189 of the Labour Relations Act 1995 (as amended).
- If discussions within the Future Forum have been exhausted and job losses cannot be avoided the provisions of Section 189 and 189(A) of the Labour Relations Act as well as the provisions of the existing collective agreement will be implemented. A consultation process will be initiated with the relevant employee, representative organisations and will encompass all areas identified in the LRA and the collective agreements. Issues such as ways to minimise retrenchment, the timing of the retrenchments and severance pay will be discussed by the company and the employee representations. All plans and other issues agreed on during this consultation process will be implemented.
- Notification to the Board

After consultation through the Future Forums and with recognised trade unions and where it becomes apparent that strategies and plans are not successful in avoiding job losses, the company will notify the Minerals and Mining Development Board in accordance with Section 52(1) of the MPRDA if the profit revenue ratio of the relevant operation is less than 6% on average for a continuous period of twelve (12) months or should 10% or more of the workforce have to be retrenched. Such notifications will be provided as and when required during the life of the Mine and some four (4) or five (5) years prior to the end of the life of the Mine. The government authorities will be given notice of the time-frame for the closure and/or downscaling process, on-going consultation, strategic initiatives and plans as discussed through the Future Forums. Regular progress reports will subsequently be distributed to the relevant Government Departments. Compliance to the Board's directive will be adhered to in order to meet the corrective measures as stipulated by the Board.

- **Communicating Possible Retrenchments**

- Where all avenues to avoid job losses have been exhausted and it is contemplated that retrenchments are likely to take place, an extensive communication strategy and plan will be implemented after discussion and agreement at the Future Forum meetings. Communication of issues discussed at the Future Forum, strategic plans and the implementation thereof will form part of the Agenda for regular Future Forum meetings. After each Future Forum meeting all employees will be briefed on issues discussed and the strategic plans that will be implemented by the Future Forums.
- Where retrenchments are inevitable the following channels will be used to ensure effective communication to all employees: management briefs, the Company newsletter, management meetings, communication forums and workshops.
- The trade union representatives will also communicate issues arising from the Future Forum discussions during their own Branch and Committee meetings as well as mass meetings with employees. Issues to be

communicated where possible retrenchments are contemplated will include but not be limited to:

- 10...1 the reasons for the contemplated retrenchment;
- 10...2 strategic plans implemented by the Future Forum to avoid and minimise job losses;
- 10...3 the number of employees likely to be affected by the retrenchments;
- 10...4 details of the expanded portable skills training programmes and how these can be accessed;
- 10...5 LED programmes and the opportunities available to employees who may be retrenched;
- 10...6 alternate employment opportunities available to employees who may be retrenched;
- 10...7 the timing of the retrenchment and the severance packages that will be paid to employees;
- 10...8 assistance that will be provided to employees and their families to deal with the emotional impact of retrenchment; and
- 10...9 any additional assistance that will be provided to employees.

11. **MECHANISMS TO AMELIORATE THE SOCIAL AND ECONOMIC IMPACT ON INDIVIDUALS, REGIONS AND ECONOMICS WHERE RETRENCHMENT OR CLOSURE OF THE OPERATION IS CERTAIN**

- **Undertaking**

- Whilst the Human Resources and Local Economic Development programmes outlined in previous chapters have been developed and planned to be implemented in order to facilitate sustainable social and economic growth in local communities throughout the life of operation,

measures for managing the impact on the local community and labour source communities at times of downscaling and closure will still be required.

- This section outlines the mechanisms that will be utilised to mitigate, as far as possible, the social and economic impact of closure and retrenchment on individuals, regions and economies. The detailed planning that will take place in conjunction with the affected stakeholders and the relevant government departments will be required some four (4) or five (5) years prior to mine closure.

- **Strategic Plans**

- Social-Economic Impact Study of closure

As with any substantial development programme, a socio-economic impact analysis (SEIA) will be carried out by specialist consultants prior to commencing detailed closure planning. The SEIA will commence four (4) or five (5) years prior to closure and be supported by interaction with community structures and the Future Forums.

- Communication with stakeholders

The development of the closure plan will place great emphasis on comprehensive and sensitive consultation with all stakeholders. Objection management is likely among stakeholders, such as local business, who have understandable fears and concerns with regards to closure. Consultation and communication with stakeholder groups from local source communities, relevant government departments and local business forums will also be carried out. These stakeholders may participate on the established Future Forum or sub-committees thereof and facilitate discussions on priorities for local economic development within the closure planning framework and ensure community interventions are sustainable during closure and post-closure.

- Strategic Plans for Managing the Social and Economic Impact

As with the Human Resource Development Programme at Pandora, the Local Economic Development Programme will be implemented throughout the life of

the Mine with a key objective of ensuring any corporate social intervention and LED assistance provided, will be sustainable, and will benefit the target communities long past closure:

- 11...1 the facilitation of public-private partnerships geared at meeting specific needs within the community, be they infrastructural, capacity raising or skills development;
- 11...2 assist in the growth of capacity within the established community structures, in terms of leadership skills, financial management, project management and communication;
- 11...3 consideration of the potential use for obsolete / unused mine infrastructure following the complete downscaling and closure of the mine (training centres, office buildings etc.);
- 11...4 a portable skills training programme designed to ensure that employees can have job security and remain economically active after mine closure;
- 11...5 counselling Services for employees and if necessary their families or the relevant labour source community;
- 11...6 assistance with registering as a job-seeker (with the relevant Department of Labour, employment agency or other local mines), job-hunting and job application processes;
- 11...7 ensuring all skills and/or experience obtained whilst in the employ of Pandora have the appropriate accreditation and certification;
- 11...8 provide assistance in the employee's claiming of UIF and other state assistance if required; and
- 11...9 provision of financial planning assistance with regards to retrenchment packages, pensions and/or provident funds etc. to

ensure the appropriate utilization and/or preservation of finance following retrenchment.

- **Post-Closure Planning**

- Management strategies for the post-closure period will also be developed with local stakeholders within the closure planning process. Strategies that avoid dependency amongst the social intervention beneficiaries and promote independence amongst individuals and businesses in the community will be developed to ensure post-closure sustainability.
- On-going consultation and advisory roles potentially facilitated through the Future Forum structures or its relevant sub-committees will be utilised to ensure that the programmes and plans continue to deliver sustainable and effective benefits. The continued contribution and on-going management role of local government in this respect will be essential in this post-closure management process.

- **Provision for Downscaling and Mine Closure**

Pandora has ensured that provision is made for retrenchment costs in line with the relevant labour legislation in respect of employees at Pandora.

12. **PORTABLE SKILLS TRAINING**

- **Overview**

- Skills development planning at Pandora encompasses training and development that supports the current position requirements. The portable skills training involves developing employees' skills that are non-mining related, so as to enable them to be employable outside of the industry in the event of mine closure, staff downsizing or otherwise. The main focus of the training programme is entrepreneurship as a doorway to economic sustainability for the previously disadvantaged communities.

- Pandora will provide portable skills training within various core business disciplines for all expert levels during the life of the mine. This will equip the employees with skills outside the mining industry.
- Furthermore, Pandora is required to put in place mechanisms to ameliorate the social and economic impact on individuals, regions and economies where retrenchment or closure of the operation is certain. Portable Skills Training in non-mining related skills for the purposes of retrenchment or downscaling will be provided.
- **Action Plan**
 - Portable skills will be advertised using the following means:
 - 12...1 word of mouth;
 - 12...2 notices, pamphlets; and
 - 12...3 stakeholder forums.
 - Portable skills will be offered to the employees and to the community. Pandora will target a number of employees and community members per year who will be selected based on a needs analysis assessment to avoid training people in the areas where they are least likely to benefit in terms or a lack of interest in the particular training. The individuals who will partake in the portable skills training programmes will be awarded with attendance certificates upon completion of the training programme.

SECTION 8

FINANCIAL PROVISION AND UNDERTAKING

13. **FINANCIAL PROVISION**

- **Regulations to the MPRDA:**

- Regulation 46 (e) of the MPRDA requires that:

"The contents of a Social and Labour Plan must provide financially for the implementation of the social and labour plan in terms of the implementation of-

- (i) the human resource development programme;*
- (ii) the local economic development programmes; and*
- (iii) the processes to manage downscaling and retrenchment.*

- **Overview**

The below mentioned proposed financial provision is subject to amendments. Such amendments will be submitted to the Regional Manager for the Department of Mineral Resources in North West, for approval. Pandora will report annually on the compliance of the Social and Labour Plan and may propose amendments as provided for in Regulations 44 and 45 of the MPRDA.

Table 25:

Table 26 : Financial Undertaking for Pandora Platinum Mine

	PROPOSED FINANCIAL PROVISION					
YEAR	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	5year Total Budget
HRD	R577 000	R782 700	R890 970	R1 044 767	R1 179 242	R4 474 679
LED projects	R4 000 000	R4 000 000	4 500 000	2 900 000	3 500 000	R18 900 000
Management of Downscaling and Retrenchments	500 000	500 000	500 000	500 000	500 000	R2 500 000
TOTAL	R5 077 000	R5 282 700	R5 890 970	R4 444 767	R5 179 242	R25 874 679



14. **UNDERTAKING**

I, _____ the undersigned and duly authorised by Pandora Platinum Mine undertake to ensure compliance with the Social and Labour Plan and to make it known to the employees and other stakeholders.

Signed aton thisday of

SIGNATURE OF THE RESPONSIBLE PERSON

DESIGNATION:

APPROVED BY THE DEPARTMENT OF MINERALS & RESOURCES

SIGNED ATON THISDAY OF

SIGNATURE OF THE RESPONSIBLE PERSON

DESIGNATION:

The Table below is Form T which demonstrates Procurement compliance by Pandora:

Table 27 : is Form T which demonstrates Procurement compliance by Pandora

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
Krohne (Pty) Ltd, 8 Bushbuck Close, Halfway House, 1685	3%	0.00%	Battery Electric (Pty) Ltd, 533 Malcom Moodie Crescent, East Rand, 1462	1%	51.00%	Hilti (South Africa) (Pty) Ltd, Corner of Bridal Veil Road, Waterfall Logistics Precinct, 2090	1%	0.00%
Battery Electric (Pty) Ltd, 533 Malcom Moodie Crescent, East Rand, 1462	37%	51.00%	Minova Africa (Pty) Ltd, Corner of Anvil and Brewery Road, Isando, Kempton Park, 1600	0%	25.00%	African Explosives Ltd, 1 Platinum Drive, Modderfontein, 1645	0%	61.86%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
Sareco Engineering cc, 158 Queen Avenue, Brakpan, 1540	21%	0.00%	Electro Diesel Rustenburg (Pty) Ltd, 138 Ledys Street, Rustenburg, 0300	0%	51.00%	M Props (Pty) Ltd, 1st Floor Dainfern Square, Corner of William Nicol Drive and Broadacres Drive, Benmore, 2010	1%	0.00%
Armcoil Africa (Pty) Ltd, 127 Main Reef Rd, Maraisburg, 1700	26%	32.72%	Sareco Engineering cc, 158 Queen Avenue, Brakpan, 1540	0%	0.00%	Minova Africa (Pty) Ltd, Corner of Anvil and Brewery Road, Isando, Kempton Park, 1600	1%	25.00%
Kaltron Electrical Engineering (Pty, Virginia Workshop Complex, Elandstreet, Virginia, 9430	10%	34.40%	Supreme Brake & Clutch (Pty) Ltd, 24 De Wits laan, Brits, 0250	0%	0.00%	Unique Engineering T/A, 58 Kock Street, Buffalo Thorn Park, Unit 2, Rustenburg 0299	0%	98.56%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
Rockwell Automation, 369 Pretoria Avenue, Randburg, 2123	3%	25.00%	Steiner Hygiene (Pty) Ltd, 102 Dawer Street, Rustenburg, 0300	0%	35.60%	Protea Printers, 79 Van Belkum Street, Rustenburg, Kroondal, 0350	1%	0.00%
			Gijima Holdings (Pty) Ltd, 47 Landmarks Avenue, Kosmosdal, Samrand, Centurion, 0046	0%	100.00%	Bates Mining Specialists (Pty) Ltd, 39 Chromium Road, Klerksdorp, 2570	2%	26.00%
			AQS Liquid Transfer (Pty) Ltd, 242 Enkeldoorn Street, Montana, Pretoria, 0001	0%	26.11%	Joesten Mathonsi (Pty) Ltd, 3 Strauss street, Van Eck Park, Brakpan, 1544	0%	52.00%
			Electro Hydro World, Plot 21, Waterkloof, Rustenburg, 0300	18%	26.00%	Aveng Manufacturing Duraset, 12 Jurie Street, Alrode, Alberton, 1459	1%	67.88%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
			EHL Engineering Services (Pty) Ltd, 36 Regency Pavillon, Marshalltown, 2107	0%	0.00%	V & S Mining Supplies cc, 20 Gaisford Street, Potchindustria, Potchefstroom, 2520	6%	26.00%
			Orepass And Mining Technologies (Pt, PO Box 2331, Potchefstroom, 2527	0%	0.00%	Videx Mining Products Division of, Corner of Lantern and Bream Roads, Wadeville, 1422	0%	27.90%
			Tabacks, PO Box 333, Houghton, 2041	0%	0.00%	Ernest Lowe Division Of Valard, 17 Corner Church and Zindeling Street, Rustenburg, 0300	2%	26.67%
			ENI Supplies (Pty) Ltd, PO Box 31, Hartbeespoort, 0216	0%	0.00%	Norton & Scallan Mining Supplies, 36 Oliver Thambo Drive, Rustenburg, 0300	0%	0.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
			Sebetsa Trading (Pty) Ltd, PO Box 3195, Rustenburg, 0300	0%	51.00%	Powerflow, 4 Steyr Street, Aureus, Randfontein, 7767	3%	26.00%
			Amogelang Naledi Catering cc, 138 Wonderkop, Wonderkop, 0287	0%	0.00%	Office Mania cc, 36 Prinsloo Street, Brits, 0250	0%	0.00%
			Aurecon South Africa (Pty) Ltd, PO Box 5609, Rustenburg, 0300	0%	58.94%	PPC Cement (Pty) Ltd, 255 A Beyers Naude Drive, Rustenburg, 0300	20%	13.79%
			FST Mining and Engineering, Kanonkop, Mooiooi, 0325	0%	30.00%	M E Manufacturing Co. (Pty) Ltd, 28 Skag Street, Carletonville, 2499	2%	26.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
			Afrimine Staffing Solutions, PO Box 11497, Pretoria, 0001	0%	100.00%	Sabre Shubane Technologies (Pty) Lt, 5 Protea Street, Aureus, Randfontein, 7767	0%	40.00%
			Mvelo Platinum Group (Pty) Ltd, 235 Beyers Naude, Rustenburg, 0300	75%	100.00%	Marikana Ingenieurswerke (Pty) Ltd, Plot D19, Spruitfontein, Marikana, 0284	5%	26.47%
			Praxos 741 cc, PO Box 11640, Villierria, 0184	1%	0.00%	R & R Signs, 11 Bosman Street, Corner of Ophir Booyens Road, Ophirton, Fordsburg, 2091	0%	100.00%
			A and T Sports and Mining Supplies, PO Box 598, Hartebeespoort, 0216	0%	26.00%	Corlentrade Twenty Six cc, 6 Hurcules Street, Riebeeckstad, 9460	3%	0.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
			Project Management and Manpower, 4 Abelia Lane, Geelhout Park, Rustenburg, 0300	1%	51.22%	RSC Ekusasa Mining, Tedstone Road, Wadeville, Germiston, 1422	30%	26.00%
			M J Erasmus Contractors (Pty) Ltd, PO Box 1012, Mooi Nooi, 0325	0%	26.00%	Yale Lifting Solutions (Pty) Ltd, 7 Rustenburg Road, Magaliesburg, 1791	1%	26.00%
			Tshiamo Chemistry (Pty) Ltd, PO Box 13432, Unit 5 Pretoria, 0126	0%	100.00%	NJR Steel Rustenburg (Pty) Ltd, 73 Kerk Street, Rustenburg, 0300	0%	0.00%
			Bapong S Construction (Pty) Ltd, PO Box 4515, Bapong, Brits,	0%	0.00%	Productive Mining, 40 Warwick Road, Krugersdorp, 1751	0%	0.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
			0250					
			Alta van Dyk Environmental, PO Box 8217, Midland Estate, 1692	0%	0.00%	AMS Haden Instruments & Mining Serv, Bergzicht Office Park, Rooibok Street, Weltevreden Park, 1715	0%	0.00%
			Routhledge Modise Incorporated, PO Box 78333, Johannesburg, 2146	1%	0.00%	AQS Liquid Transfer (Pty) Ltd, 242 Enkeldoorn Street, Montana , Pretoria, 0001	1%	26.11%
						Chryso Southern Africa (Pty) Ltd, Jet Park Extention 30, East Rand, 1469	0%	0.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
						Cheetah Technologies (Pty) Ltd, PO Box 123942, Alrode, 1451	1%	16.00%
						Orepass And Mining Technologies (Pt, PO Box 2331, Potchefstroom, 2527	2%	0.00%
						Innovative Mining Supplies cc, 256 Cornerr Unie Street and Beyers Naude Drive, Rustenburg, 0300	1%	0.00%
						Tungrok Mining (Pty) Ltd, PO Box 13995, Benoni, 1511	0%	51.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
						Letaba Dewatering a Div of Set Point, PO Box 3534, Edenvale, 1610	0%	24.54%
						Hermar Eng & Services cc, PO Box 7005, Oberholzer, 2499	0%	0.00%
						Jonet 1000 cc, 62 Brink Street, Rustenburg, 0305	0%	0.00%
						Adapt Drilling cc, PO Box 1184, Krugersdorp, 1740	1%	30.00%
						FST Mining and Engineering, Kanonkop, Mooiono, 0325	1%	30.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
						Ulula Ash cc, PO Box 1516, Silverton, 0127	7%	13.79%
						Atlas Plastic (Pty) Ltd, 31 Neutron Road, Klerkdorp, 2570	0%	0.00%
						Zonkezintu Mining & Industrial, 67 Derby Road, Johannesburg, 2000	0%	51.00%
						Western Explosives (Pty) Ltd, PO Box 72, Fourways, 2055	3%	26.00%
						Schauenburg (Pty) Ltd, PO Box 145, Kempton Park, 1600	0%	25.10%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
						Jabula Engineering Supplies (Pty) Ltd, 6 Bosch Street, Rustenburg, 0300	1%	55.00%
						Torre Holdings (Pty) Ltd T/A Letaba, PO Box 3534, Germiston, 16110	0%	29.04%
						Lamco Engineering CC, PO Box 1125, Carletonville, 2500	1%	0.00%
						Earth works Technology (Pty) Ltd, PO Box X89329, Boschfontein, Rustenburg, 0299	1%	66.00%

CAPITAL GOODS			SERVICES			CONSUMABLES		
Provider and Address	Percentage of total Capital goods procurement	HDSA Composition	Provider and Address	Percentage of total Services procurement	HDSA Composition	Provider and Address	Percentage of total Consumable goods procurement	HDSA Composition
						Africa Maintenance Equipment Mooinooi, PO Box 71, Rustenburg, 0300	1%	51.50%
						Bidvest Waltons, PO Box 15, Croxy Clor, Germiston, 1401	0%	35.60%
CAPITAL GOODS 100%			SERVICES 100%			CONSUMABLE GOODS 100%		
CAPITAL GOODS 2% OF TOTAL EXPENDITURE			SERVICES 81% OF TOTAL EXPENDITURE			CONSUMABLE GOODS 17% OF TOTAL EXPENDITURE		